DOCUMENT RESUME

ED 338 857 CE 059 553

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TITLE The Structure of Professional Profiles for Tourism in the United Kingdom.
INSTITUTION Surrey Univ. (England).
SPONS AGENCY European Centre for the Development of Vocational Training, Berlin (Germany).
REPORT NO ISBN-92-826-2254-1
PUB DATE 90
NOTE 109p.
AVAILABLE FROM UNIPUB, 4661-F Assembly Drive, Lanham, MD 20706-4391 (Catalogue No. HX-60-91-814-EN-C: $8.61).
PUB TYPE Reports - Research/Technical (143)

EDRS PRICE MF01/PC05 Plus Postage.
DESCRIPTORS *Employment Qualifications; Foreign Countries; *Hospitality Occupations; Hotels; *Job Skills; Labor Market; Leisure Time; *Occupational Information; Postsecondary Education; Profiles; Publicity; Recreation; Recreational Activities; Secondary Education; *Tourism; *Travel; Vocational Education
IDENTIFIERS *United Kingdom

ABSTRACT

The tourism and leisure industries are among the fastest growing in the United Kingdom, generating jobs and spending and stimulating economic development. The hotel and catering sector is by far the best documented of the tourism industry and is the major employer. It is also an underqualified sector, despite a range of courses from craft to management level that are offered across the country. The professional association, Association for British Travel Agents, has worked with the City and Guilds of London Institute to establish a logically sequenced set of qualifications for entrants to and members of the travel agencies sector. In contrast, no such system exists for the public promotion sector. Changing demographics have focused attention on the need to adopt innovative approaches to meet labor needs. Public sector initiatives are providing leadership in training as government hands over responsibility for training to industry. Issues for the 1990s in tourism education and training include the need for quality of provision, standardization of provision, and harmonization with required qualifications in Europe. (A chapter consisting of profiles that describe the education, training, specialist knowledge, and job descriptions of the professional figures in each of the three sectors is included. Twenty-five key sources are listed.) (YLB)

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The structure of professional profiles for tourism in the United Kingdom

European Centre for the Development of Vocational Training

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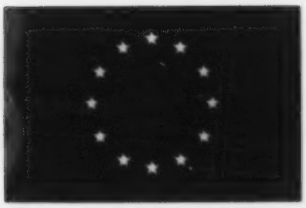

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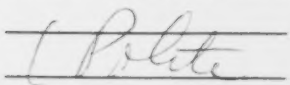

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The structure of professional profiles for tourism in the United Kingdom
Research commissioned by CEDEFOP from: Department of Management Studies for Tourism and Hotel Industries, University of Surrey — Chris Cooper/Sally Messenger
'Tourist industry job profiles' project management: Duccio Guerra
General 'profiles' project coordination: Enrique Retuerto (Deputy Director)

First edition, Berlin 1990

Published by:

CEDEFOP — European Centre for the Development of Vocational Training
Jean Monnet House, Bundesallee 22, **D-W-1000 Berlin 15**
Tel. (030) 88 41 20; Telex 184 163 eucen d;
Fax (030) 88 41 22 22

The Centre was established by Regulation (EEC) No 337/75 of the Council of the European Communities

Cataloguing data can be found at the end of this publication

Luxembourg: Office for Official Publications of the European Communities, 1991

ISBN 92-826-2254-1

Catalogue number: HX-60-91-814-EN-C

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Printed in Belgium

THE STRUCTURE OF PROFESSIONAL PROFILES FOR TOURISM IN THE UNITED KINGDOM

Research commissioned by CEDEFOP from:

Department of Management Studies
for Tourism & Hotel Industries
University of Surrey
Chris Cooper
Sally Messenger

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Project management: Duccio Guerra

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Project Coordination: Enrique Retuerto
(Deputy Director)

Parallel study reports are available on Spain, Portugal, France, Italy, Germany and Greece (in the original language and in French).

A summary report (in French, Italian and English) is being published.

This monograph is one of a series of seven studies on seven countries produced under a broad-ranging CEDEFOP JOB PROFILES project, more specifically on the TOURIST sector.

The general aim of the project is to create a source of reference for comparing the characteristics of jobs in various goods and services production sectors within the Community. The "comparison" neither includes nor excludes the objective of those jobs being "harmonized" or "made to correspond". Such an objective would be highly political and would not have been consistent with the essentially technical approach we have adopted.

If the aim is to "compare", the assumption must be that the categories being compared are homogeneous or that there is a scale of common parameters in the light of which a comparison can be made. This can by no means be taken for granted: as is obvious, systems of vocational training in the Community vary widely, and qualifications and job skills are equally diverse. We have reviewed these problems in the final report, which summarizes the studies and concludes the project.

This study has been based on a model for the analysis and description of jobs suggested by CEDEFOP to the group of researchers who have contributed towards the project. An attempt has been made to identify certain characteristics of a given job profile, with due regard for the changing nature of jobs in tourist and hotel enterprises. In turn, enterprises have been considered in the economic, social and cultural context in which they operate, looking at the future to the extent that it can be predicted from certain current trends. In the study, recourse has been made to a methodological approach proposed by CEDEFOP, essentially based on an analysis of secondary sources and the direct evidence of experts, practitioners, unionists and those responsible for training in the specific sector.

The studies that have been produced are pilot studies, in the sense that they help to identify the problem areas that are encountered when defining a methodology for the analysis of jobs which can be used to achieve the general objectives. This is one of the reasons for what may in some cases be the somewhat provisional nature, both in form and substance, of the profiles.

We are naturally aware of the risk of research such as ours becoming outdated, not only because facts and figures change but also because of the constant changes occurring in the aims, vocational attitudes, forms of organization and products of all jobs, and of course in skills and abilities as well.

If this is true, provision will always have to be made in the future for a mechanism whereby any description of jobs can be updated.

In presenting this research to our readers, we should like to thank all those whose professional contributions have helped to bring it into existence.

Duccio Guerra

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SUMMARY

The tourism and leisure industries are among the fastest growing in the UK economy, generating jobs, spending and stimulating economic development. Tourism accounts for around 4% of UK Gross Domestic Product but, despite high earnings from overseas visitors and fare payments to UK carriers, the travel account on the balance of payments is in deficit. This is due to the high number of British residents who travel and spend overseas.

The UK is also a major generator of domestic tourism. Tourism directly accounts for almost 1.4 million jobs in the UK and if indirect employment effects and the self-employee are included this figure rises to over 2 million jobs. The buoyancy of the tourism sector of the UK is reflected in the continued high levels of investment in the industry.

The hotel and catering sector is by far the best documented of the tourism industry and is the major employer. It is also an under qualified sector, despite a range of courses from craft to management level which are offered across the country. Also an important new initiative is work-based learning and assessment tailor-made for the hotel and catering sector. In the Agencies sector the professional association - Association for British Travel Agents - has worked with city and guilds of London Institute to put into place a logically sequenced set of qualifications for entrants to, and members of the sector. In contrast, for Public Promotion no such system exists.

There are a variety of routes for entry into any of these three sectors but they can be generalised into three:-

1. Compulsory education plus vocational training. Here vocational training could be via City and Guilds of London Institute; Business and Technician (BTEC) (or its Scottish equivalent); the Hotel and Catering Institutional Management Association; or a plethora of other awarding bodies.

2. Compulsory education plus further schooling followed by a degree (validated by the Council for Natural Academic Awards or a University) or a Higher National Diploma validated by BTEC.

3. Compulsory schooling followed by entry to the industry and gaining qualifications by day or block release, open learning etc.

Education and training in Britain is going through a period of major change. Changing demographics have focused both industry and the government's attention on the need to adopt imaginative and innovative approaches to maintain the supply of recruits to the tourism industry. Yet this is occurring against a background of government handing over responsibility for training to industry at regional and local level. However a number of public-sector initiatives - notably the Tourism Training Initiative and the National Council for Vocational Qualifications work are standardising and providing leadership in training. This is certainly required in the tourism sector where there is a wide spectrum of existing education and training provision and a range of new initiatives which will be put into place in the 1990s. In part this is in response to the high demand for education and training in tourism, not only from those wishing to enter the industry but also from those already in the industry (which in general has an underqualified workforce). Issues for the 1990s in tourism education and training include the need for quality of provision, standardisation of provision and European harmonisation of qualifications.

Chapter 1. Tourism in the United Kingdom

1.1. Introduction

The tourism and leisure industries are amongst the fastest growing in the UK. Throughout the 1980s they have created and sustained an increasing number of jobs; contributed to the regeneration of inner cities and the economic and social well-being of rural areas; and made a major economic contribution to the UK in terms of both overseas and domestic visitor spending; and through the attraction of investment.

1.2. Tourism in the UK Economy

There is no single accepted measure of tourism, nor any measurement of tourism in the Gross Domestic Product (GDP). However, the Department of Employment makes estimates of tourism's importance to the economy.

Tourism earnings in 1989 represented over £19 billion and consistently tourism accounts for around 6% of consumer spending. Tourism expenditure exceeds all items of consumer expenditure except household food. Tourism earnings are made up of overseas visitor spending (35%), domestic tourism spending (56%) and overseas payments to UK carriers (9%).

The export element of tourism is quantified by the earnings from overseas tourists to the UK. In 1988 this figure was £6.2 billion (£6.85 billion provisionally for 1989) compared to £2.9 billion in 1980. Overseas tourism is the UK's third largest currency earner.

Whilst these figures are encouraging, not all economic indicators are so favourable. During the later 1980s, due to extensive travel overseas by the British, the trade deficit on the travel account widened dramatically. By 1988 it exceeded £2 billion, compared to a small surplus in 1980. Provisional figures for 1989 put the deficit at £2.4 billion. Also, the UK's world share of tourism receipts is slowly eroding (from 6.7% in 1980 to 5.7% in 1988).

1.3 Patterns of Tourism in, to and from the UK

The UK is a major generator of both international and domestic tourism and an important world destination. The tourism picture for the UK in the late 1980s shows a modest rise in inbound tourists, matched by a greater increase of UK residents travelling abroad and an encouraging rise in domestic tourism.

Overseas tourism to the UK

In total there were 15.8 million trips by foreign visitors to the UK in 1988 (17.2m in 1989 provisionally) As this number represented 4.1 % of international arrivals worldwide, compared to the share of 4.4% in 1987 it is a disappointing erosion of the UK's position in world tourism.

The USA, France and West Germany are the top generators of tourists to the UK, together accounting for about 40% of inbound traffic. 1988 saw substantial increases of visitors from Japan and Portugal (both up by 31%), and the Irish Republic (up by 21%). EC countries generate just over half of all visits. Visits from Eastern European countries rose by over 20% and given current political developments may be expected to increase in the 1990s.

Spending by inbound tourists in 1988 amounted to £5.8bn (excluding visitors from Eire). It is estimated that £3.3bn (or well over half the total) was spent in London. In particular, a high proportion of the spending by Americans and Japanese is heavily concentrated in the capital.

The British Abroad

British residents took 156 million trips in total in 1988, 130 million of which were within Britain. Although this showed no change over the previous year, an increase in average length of stay away from home meant total nights increased by five per cent to 790 million.

Spending on tourist trips in 1988 reached the record figure of £16.4bn, an annual increase of 15%. As inflation was at about 7% over the same period, this represents a significant increase and further confirms the high priority given to travel by the British public. In spite of the high proportion of domestic trips, over half of tourism expenditure arose through travel abroad.

The level of trips abroad by British residents continued to grow in 1988, with 26 million trips, representing an annual increase of four per cent. Spending abroad was up by 14% to an all-time high of £8.5bn.

As in all recent years, European countries together with the United States were the most popular destinations, with Spain and France at the top of the list. In line with recent trends worldwide, long haul tourism out of the UK increased significantly - by as much as 20% to some countries.

Domestic Tourism

Most tourism trips by the British population are to destinations within Britain. In 1988 they accounted fro 83% of all trips, 64% of all nights and 48% of all tourism expenditure. Unfortunately for the domestic tourist industry, these percentages were yet again down on the previous year - throughout the 1980s domestic tourism has continued to suffer from the undoubted attraction of the foreign holiday and, in particular, the package tour.

Of the £7.85bn spent on domestic trips in 1988, just over one-third was spent on accommodation with the other major items of expenditure being travel, eating/drinking and entertainment. The average spend per night of £16, an increase of £2 on 1987, was subject to considerable variation according to the type of accommodation used. For example, spending by those on business trips was £35 per night, whereas for those visiting friends or relatives it was only £9.

In 1988, the British made 73 million holiday trips within Britain, roughly the same number as in 1987. Following the large increase of short holidays (between one and three nights) recorded in the previous year, the number of short breaks taken in 1988 fell by two million to 35 million. On the other hand, and much more significantly, the long-term decline in the number of long holidays (four nights or more) was arrested, with an actual increase of one million to 38 million. Partially because of this, spending by British holidaymakers in Britain was just under £5bn in 1988, three-quarters of which was due to long holidays.

Holiday tourism in Britain is highly seasonal, being concentrated in the school holiday periods and particularly in the summer months. The two months of July and August accounted for 30% of trips in 198 and for 41% of nights away from home. This is in contrast with trips made for business and conference purposes, which are spread fairly evenly throughout the year. Within Britain, English destinations accounted for the most domestic holidays with 61 million trips in all; Scotland and Wales attracted five and seven million trips respectively. The most popular region was the West Country with twelve million trips, eight million of which were for long holidays.

1.4. The Contribution of Tourism to Employment

Estimates of employment in tourism involve major problems of definition as tourism employment effects are spread across many activities - such as agriculture, government and retailing. Employment in tourism is therefore heterogenous and estimates should be treated with caution.

The employed labour force in Great Britain is around 21.5 million. In the 12 months September 1988 to 1989 1,374,200 of these jobs were accounted for directly by tourism, a figure which rises to 2 million if indirect employment effects are included. The tourism industry has seen dramatic rises in job creation in the mid to late 1980s with up to 50,000 new jobs annually.,

These figures do not include self-employment which is a significant and growing element of the tourism industry. In the hotel and catering sector alone it is estimated that 200,000 are self-employed.

Employment in tourism is important as it demonstrates three key features:

* Jobs are geographically widespread - more than one third of new tourism jobs are created outside London and the South East.
* Jobs are created in a wide range of activities, in skills with career opportunities and in both management as well as low-skill areas
* Estimates suggest only 1 in 20 jobs is subject to seasonal lay-off. Seasonality in tourism is reducing due to the stretched season and changing manpower strategies.

However, this optimistic picture is not reflected in all sectors of the tourism industry. Travel agents, tour operators, transport companies and administrative jobs have experienced reductions under pressures of rising productivity and industrial restructuring driven by information technology. Job increases have been found in tourism and leisure facilities, licensed premises and high street retail catering outlets.

1.5 Investment in Tourism

The general growth of visitor numbers, spending and jobs has brought about a steady increase in investment. The value of major projects under construction in England at 31 December 1989 amounted to £3619 million. Although there is still reluctance on the part of major financial institutions to invest in tourism, there are many instances where a tourism

element is included as part of a large scale commercial multi-component development scheme.

1.6. Summary

The tourism and leisure industries are among the fastest growing in the UK economy, generating jobs, spending and stimulating economic development. Tourism accounts for around 4% of UK Gross Domestic Product but, despite high earnings from overseas visitors and fare payments to UK carriers, the travel account on the balance of payments is in deficit. This is due to the high number of British residents who travel and spend overseas.

The UK is also a major generator of domestic tourism. Tourism directly accounts for almost 1.4 million jobs in the UK and if indirect employment effects and the self-employee are included this figure rises to over 2 million jobs. The buoyancy of the tourism sector of the UK is reflected in the continued high levels of investment in the industry.

Table 1 British Tourism Summary

	UK Tourism					
	Overseas visits to the UK (millions)	Overseas visitor expenditure (£ millions)	Domestic visits (millions)	Abroad[2] visits (millions)	Abroad expenditure (£ millions)	Travel Account Balance (£ millions)
1980	12.4	2961	131	18	2738	+223
1981	11.5	2970	127	19	3272	-302
1982	11.6	3188	124	21	3640	-452
1983	12.5	4003	132	21	4090	-87
1984	13.6	4614	141[1]	22	4663	-49
1985	14.5	5442	127	22	4871	+571
1986	13.9	5553	129	25	6083	-530
1987	15.6	6260	133	27	7280	-1020
1988	15.8	6193	131	29	8228	-2035
1989	17.2	6850	na	31	9290	-2413

Notes: na: not available
(1) Series revised upwards in 1984
(2) Includes Excursionists

Sources: Central Statistical Office (1988) United Kingdom Balance of Payments, HMSO London
ETB/BTA (1989 British Tourism Survey, ETB/BTA: London
Business Statistics Office (1989) Business Monitor MQ6 and MA6 HMSO:London
Northern Ireland Tourist Board
Scottish Tourist Board (1989) National Survey of Tourism in Scotland Scottish Tourist Board: Edinburgh

Chapter 2 Three Sectors of Tourism in the United Kingdom.

Hotel and Catering

2.1 Introduction

The hotel and catering industry is a significant sector and the best documented of the UK tourism industry. Of overseas and domestic visitors, spending, one third is allocated to accommodation and almost one quarter to eating out.

The industry is highly fragmented both in terms of the number of businesses and the number of outlets. It is difficult to accurately establish the number of hotel and catering businesses in the UK due to the different definitions of official statistics. The Department of Trade and Industry carries out annual inquiries into the catering industry, covering all the businesses registered for Value Added Tax (VAT). Among other things, the inquiries collect information on the number of businesses and turnover in each sector. Table 2 shows the changes that have taken place from 1982 to 1986. As can be seen from this table the total number of catering and allied businesses increased between 1982 and 1986, as did total turnover in the industry.

With regard to ownership the industry includes, at one end of the spectrum, the individual owner-managed restaurant or hotel, and at the other end the major restaurant chains and hotel groups. The accommodation market is in fact dominated by the small hotel/guest house which has ten or less bedrooms, (Table 3).

There are approximately six major companies engaged in the supply of hotel accommodation in the UK. Of these Trusthouse Forte Hotels Limited (THF) is by far the largest. It has approximately 800 hotels throughout the world of which 250 are in the UK. It owns 4% of the UK's hotel capacity of rooms.

Currently 42 companies have less than 0.5% market share of British hotel rooms. The trend is towards greater concentration among fewer companies. The large and expanding chains are squeezing out the independent hotel operators.

In 1986 approximately £340 million was invested in new hotel capacity in the UK while more than £250 million was spent on the extension and/or refurbishment of existing properties. In London, however, hotel supply is

almost static, with little taking place in the way of hotel building, partly as a result of planning constraints and partly as a result of the very high building costs. It has been estimated by Horwath & Horwath, leisure consultants, that by 1995 there will be a 30,000 - 64,000 room shortage.

There are a number of trends taking place with regard to the supply of accommodation the UK. These include:

* A move towards the provision of budget type accommodation;
* An upgrading of accommodation to gain competitive edge;
* Companies with roots in other areas of business diversifying into the hotel industry. This is particularly true of property companies;
* The establishment of complex hotel developments in which an hotel is an integral part of a larger, more flexible facility providing offices, residential area, retail, sports and leisure areas; and
* Increased competition from companies moving into the UK in preparation for 1992.

A number of changes have also been taking place in the catering market. There has been a steady decline in the number of outlets due mainly to the fact that the independent owner/manager often lacks the finance and/or the business expertise to keep pace with changing consumer demands. Increasing competition from larger organisations has added to the problem. This sector of the UK catering market has also suffered from the rapid expansion of more recently introduced fast food units. It is the fast food sector of the market that has shown significant growth since 1983 (+37%). The major franchise organisations dominate this sector of the market.

The public house sector is the most important sector in terms of the number of outlets, and in 1987 pub outlets held 23% of the total number of catering outlets. Although this sector has shown a decline in terms of number of outlets over the last few years, the serving of food has become an increasingly important part of traditional pub business.

An area showing significant growth in the UK catering market has been contract catering. This showed a 21% increase in numbers between 1984 and 1987. This growth is due in part to the fact that government establishments are 'contracting out' the catering function whenever possible to encourage competitive tendering. There are some 1500 organisations operating in the

contract catering sector and the sector is highly fragmented. The two largest operators are THF, through its Gardner Merchant subsidiary, and Compass Services, which is owned by Grand Metropolitan.

2.2. Employment

An estimated 2.2 million people are employed in hotel and catering occupations throughout Scotland, England and Wales although, not all of these are employed in tourism. In 1987 employment in the industry increased by 2.7% compared to employment in all industries which increased by 1.4%. In the same year there were 52,000 new entrants in hotel and catering - the fastest growing section of industry serving tourism.

In addition the hotel and catering industry accounts for 7% of the country's 2.8 million self-employed labour force.

This gives a total of 2.4 million jobs in the hotel and catering sector.

Women account for the majority of the employed labour force in the hotel and catering industry (76%) and for just over half of the self-employed labour force in the industry. There are a number of possible reasons for this high level of females:

* a large proportion of hotel and catering occupations are offered on a part-time basis which often suits women with family commitments;
* much of the work is of a domestic nature and to an extent skills are transferable to a commercial environment; and
* whilst pay rates are not high they are usually acceptable when they are regarded as extra income for the household as opposed to main income.

The hotel and catering industry can be segmented into two major sub-sectors:

* commercial
* non-commercial

The commercial sector primarily aims to provide services to an individual whereas the non-commercial sector mainly concentrates on the institutional catering of groups. The commercial sector can be further divided by the type of outlet:

* hotels
* restaurants and cafes
* public houses
* clubs
* contract catering

The non-commercial sector is slightly less fragmented with educational catering, staff canteens, catering for health care and public services.

Table 4 illustrates the breakdown of employees in the industry between the main commercial sectors and catering services. It can be seen that in every sub-sector except for industrial and office there has been steady growth. The following points are notable:

Hotels and Other Accommodation

* In 1987 over 277,000 staff were employed - some 36,200 more than in 1982, a 15% increase, or 3% annual average growth.
* In the past five years the biggest annual percentage growth has been in full-time working women at nearly 5%.

Public Houses

* In the public houses sector, the annual average percentage growth since 1982 is 4.3% to total over 280,000.

Nightclubs

* Steady annual average growth of 2% since 1982, although full-time working women have decreased by -2.3% annually.

Contract Catering

* Annual average percentage growth of 3.1% since 1982 although there has been steady annual decline in the numbers of part-time working females.

Restaurants

* Highest growth sector averaging 4.5% growth per annum since 1982 to total over 232,000.
* The number of part-time working females has grown by 4.8% annually since 1982.
* The largest percentage of self-employed work in the restaurant sector (37%).

The reasons for the growth in employment are as follows:

* Increase in disposable incomes;
* Increase in overseas visitors; and
* Increase in marketing activities by hotel and catering companies.

Employment forecasts indicate that the industry will continue to grow and that by 1993 the number of people working in the restaurant sector will increase by 34%, in pubs 13%, clubs 19%, contractors 18% and hotels 21%.

The hotel and catering industry provides a variety of different jobs. The main occupations are in:

* food preparation
* accommodation operations
* management
* food and beverage service
* clerical and administrative
* supervision
* reception

The main problem facing the hotel and catering industry with regard to the employment of staff is controlling the high level of labour turnover. This is normally due to a combination of factors. The following are considered to be the most common causes:

* long and often unsociable hours and split-shift patterns;
* poor pay and working conditions;
* lack of training and career opportunities;
* lack of job satisfaction; and
* poor management

In the past the UK hotel and catering industry has been able to sustain high levels of labour turnover but in the future (with decreasing numbers of young people coming into the labour market) it will have to look closely at its recruitment and retention policies if it still intends to attract large numbers of young people.

2.3. Education and Training

Access to employment in the hotel and catering industry is free from any barriers. In general employers place qualifications low on their list of criteria for selecting new staff. They are more interested in 'personality' and experience in the industry. Only 6% of the hotel and catering workforce hold qualifications relevant to the work they are doing. It is often argued that establishing and maintaining an appropriately trained workforce is difficult because of the nature of the work which is seasonal with many people employed on a casual, temporary or part-time basis.

The major provision of education and training for those working in or entering the hotel and catering industry has been at the craft level through the further education system (see Figure 1). For example, the City and Guilds of London Institute (CGLI) has traditionally been the main provider of qualifications for those working in food preparation and cooking, food and beverage service, front office and accommodation services. On average it awards between 50,000 and 60,000 qualifications a year in this sector. These awards are gained by individuals either attending a full-time college course or alternatively attending on a part-time day release basis for a longer period of time. This is the mode of delivery most favoured by employers as it allows the employee to attend college quite often on their day off from work.

City and Guilds is not the only awarding body operating in this industry. The Business and Technician Education Council (BTEC) is another key organisation. BTEC provides qualifications for all levels of competence from introductory to management. The number of students obtaining BTEC awards at all levels in Hotel, Catering, Travel, Tourism, Recreation and Leisure and Distribution in 1988/89 was 8,905.

Another organisation which is involved in the provision of qualifications for the hotel and catering industry is the Hotel and Catering Training Company (HCTC), formerly the Hotel and Catering Training Board (HCTB). The HCTC is recognised by the government, through the Training Agency, as the body responsible for setting national standards of competence for the industry. As such the HCTC has worked with the major awarding bodies to develop a comprehensive system of education and training which will lead to nationally recognised qualifications for the industry.

Managers in the hotel and catering industry are educated and trained through a wide variety of routes. The awarding bodies involved at this level of qualification include BTEC, the Council for National Academic Awards (CNAA) and the Hotel, Catering and Institutional Management Association (HCIMA). The HCIMA is the professional body for the industry. In addition the university sector provides a variety of undergraduate and postgraduate awards for the industry. Separate arrangements exist in Scotland in the form of the Scottish Vocational Educational Council (SCOTVEC).

A number of changes have been taking place with regard to the education and training system for the hotel and catering industry. These changes are the result of government initiatives through the Training Agency and the National Council for Vocational Qualifications (NCVQ). Significant amongst these changes is the move towards work-based learning and assessment which removes the necessity for employees to leave their place of work to follow a college course. Under the new system developed by the HCTC in conjunction with the major awarding bodies, employees can gain awards through continuous assessment in their workplace. The system is often supported by the provision of open learning support materials in the form of books and videos.

Table 2 Catering and Allied Trades - Number of Businesses and Turnover 1982-86

Type of business	Number of businesses (thousands)			Turnover (£ billions)		
	1982	1985	1986	1982	1985	1986
Hotels and other residential establishments	13.4	12.8	12.9	2.9	4.1	4.3
Holiday camps, camping and holiday caravan sites	1.5	1.6	1.6	0.4	0.5	0.6
Restaurants, cafes, snacks bars, etc	11.8	13.4	14.3	1.6	2.2	2.3
Take-away snack bars, etc	26.6	28.3	28.4	1.5	2.1	2.4
Public Houses	41.5	42.3	42.9	6.0	7.3	8.0
Clubs (excluding sports and gaming clubs)	17.6	18.0	18.0	1.8	2.1	2.2
Catering contractors	1.3	1.6	1.7	0.7	1.0	1.2
All businesses	113.3	117.8	119.9	14.9	19.3	21.0

Notes: Figures for hotels, holiday camps, restaurants, etc refer to number of businesses; a business owning several hotels or restaurants is counted once only.

Source: BSO Catering and Allied Trades Inquiries
August 1988 Employment Gazette

Table 3 Number of Hotel Outlets 1986

Details	Number
51+ rooms/holiday camps	1,520
26-50 rooms	2,580
11-25 rooms	8,050
10 rooms or less/guest houses	41.350
Total	53,500

Source: Market Power
Further details in MSI Database: UK published in March 1988

Table 4 Breakdown of Jobs in Major Sectors

	Total Jobs 000s	Males %	Females %	Full time %	Part time %
Hotels*	340	40	60	66	34
Restaurants & Cafes	310	43	57	57	43
Public Houses	350	33	67	38	62
Clubs	150	31	69	26	74

Note: * includes guest houses and other accommodation

Agencies

2.4 Introduction

The retail travel agency and tour operation sector of tourism is one of rapid change. It is also one with a history of business failure and to counter this, since the mid-1960s the trade association - the Association of British Travel Agents (ABTA) - has acted on behalf of the government to operate a strong consumer protection scheme.

ABTA has 2956 travel agency companies registered in the first quarter of 1990 and 705 tour operator companies. On average each travel agency company has 2 retail outlets. In addition over 6,000 non-ABTA agencies exist, but these tend to be smaller independent agents operating on the fringe of the market.

In both the travel agency and tour operator sector the very tight operating economies have led to acquisitions and mergers. The tour operator sector is dominated by two leading companies, whilst the travel agency sector is dominated by 20 large multiple high street operators. This domination by large companies is leading to higher management and training standards in the sector. It is also allowing increased levels of investment in information technology and hence the need for changing skills on the part of new recruits and those already in the industry.

2.5. Employment

Figures for the numbers of jobs in travel agencies and tour operators are difficult to identify. In UK travel agents there are around 2,500 managers and related staff with the majority involved in branch management - only 20% are in executive or general management. Around 12.5% are female but this proportion has risen in recent years and is higher in branch management. Equivalent figures for tour operation do not exist.

Travel agency counter and reservations staff account fro around 14,000 jobs, with up to 2,500 job replacements each year. Most (up to 75%) work in high street agencies. The average age of counter staff is 29 years and new recruits 23 years. Tour operators employ large numbers of clerical, reservations and representative staff. Rough estimates suggest these roles account for over 10,000 jobs. Tour operators employ around 2,000 couriers and representatives in resorts overseas.

Entry into the industry is from college or other employment into junior positions, but promotion can be rapid and opportunities for 'on the job' training via day release etc are good. In travel agency opportunities for branch managers to move into head office positions are limited. Many companies in this sector are relatively small with a simple management structure, often involving three or fewer staff. The small number of larger companies have sophisticated and specialised management structures. Couriers and resort representatives normally enter the job with some work experience and a good general education. Most are employed on a semi-permanent basis using 6 or 7 month contracts. Promotion to a permanent post as resort manager is possible, otherwise few couriers/representatives stay in this job for more than five or six consecutive seasons.

2.6 Education and Training

The Association of British Travel Agents National Training Board (ABTA NTB) has worked closely with government and education providers to put into place a comprehensive training framework for entrants into the travel agency and tour operation sector (Figure 2). Since 1978 a range of qualifications have become available, primarily provided by the CGLI of which, the certificates of travel agency competence (COTAC) and travel agency management (COTAM) are examples. In 1988 over 12,000 students took COTAC.

The ABTA NTB is involved in a wide variety of training delivery methods:

* Youth Training Scheme induction training for 16 and 17 year old, employed or unemployed, retail travel, clerical travel, tour operator and airline clerical courses.
* Open Learning - self study by working at a self-determined pace and at a time that best suits the student.
* Face to Face - short 1-2 day courses in selling techniques, in public speaking, including counter selling technique etc.
* Full Time Courses - Local Education Authority funded generally operated via colleges of Further Education.
* Short and part time courses - self financing, ab initio or 'cramming'.
* Computer Based Training (CBT) combining the detail of narrative text but personalised self pacing and user friendly.

Many entrants to travel agency and tour operation, particularly at a more senior level will enter through BTEC diplomas, or increasingly via the range of undergraduate degrees in tourism which are now offered. They would then take the appropriate ABTA recommended qualification 'on the job'.

Provision at HND level

BTEC courses in their various different guises began 20 years ago and their HNDs still represent the most numerous courses and the greatest number of students. These courses aim to provide middle managers for the industry and are available in full or part time mode.

HNDs provide a basic period of study of 2 years although some are offered on a sandwich basis over three years. The tourism HND has developed from a pure business studies course providing the study of tourism set within a business studies framework of finance, marketing, accounting, human resources etc. The hotel and catering courses have developed through the old Technician Education Council and offered a greater emphasis on practical skills. With the recent re-organisation of BTEC courses, however, all courses concerned with tourism, hospitality and retail distribution have been brought together under the same board and it is likely that the provision will move much closer together. This board has also extended its range from travel, tourism and hospitality to the provision of leisure studies courses.

In Scotland, these programmes are handled by SCOTVEC (set up in 1984) who are now also developing distance learning through their open learning business development course which includes tourism modules and materials. This approach is also being adopted by English and Welsh BTEC.

As well as being available for 'A' level entry, HND courses are also open to students who have successfully completed a BTEC National diploma.

Provision at undergraduate degree level.

A number of Polytechnics and Institutes of Higher Education now offer degrees in tourism - these are normally four year programmes with one year spent in the industry. The degrees are normally a mix of tourism and business management modules. The first graduates from these degrees will enter the labour market in 1990. Many Head Office posts are increasingly taken by graduates.

Public Promotion

2.7. Introduction

The public promotion of tourism in the UK is the responsibility of government agencies at three geographical levels. At national level the British Tourist Authority (BTA) is responsible for overseas promotion of Britain and reports to the Department of Employment. Four national tourist boards - English Tourist Board (ETB), Welsh Tourist Board (WTB), Scottish Tourist Board (STB), and the Northern Ireland Tourist Board are each responsible for marketing and development of tourism in their respective national areas. Each national board reports to the relevant Secretary of State (e.g. STB reports to the Secretary of State for Scotland), with the exception of the ETB which reports to the Department of Employment.

At the regional level there are 12 Regional Tourist Boards in England, 32 Area Tourist Boards in Scotland and 3 Regional Tourism Councils in Wales. These organisations are responsible for marketing and development of tourism. Under recent government directives more financial resources and responsibility will be devolved to the regional boards in England.

At the local level local authorities at both country and district level have considerable tourism powers in both marketing and development. Some of the larger authorities in tourism areas have major tourism departments with multi-million pound budgets and large numbers of staff.

2.8 Employment, Education and Training

There are no figures available for employment in this sector and best estimates would be in the order of 10,000 jobs. Opportunities are limited at national and regional level but are still relatively buoyant in the local authority sector.

At management level there are several hundred staff employed at national, regional and local level. These are specialist jobs demanding a high level of training and education. Most entrants would have a degree or BTEC and increasingly, a postgraduate qualification in tourism.

Large numbers are employed in clerical and administrative roles. Over half of these staff are women. In tourist information centres up to five or six people can be employed. Many start on short-term or temporary contracts and some information centres are seasonally operated.

It is only Tourism Information Centres which have their own specialist training programme - Certificate of Tourism Information Centre Competence (COTICC) - run by the CGLI. There are no recognised training routes into public promotion but increasingly employers will seek a high level of general education plus an appropriate tourism qualification (OND, HND, Degree or postgraduate diploma/MSc) depending on level of entry.

Chapter 3 The Professional Profiles

3.1. Introduction

The majority of this chapter comprises the fiches which describe the education, training, specialist knowledge and job descriptions of the professional figures in each of the three sectors - Hotels and Catering; Agencies; and Public Promotion.

The professional figures which have been identified are:

Hotel Sector

- General Manager (large hotel: 190 bedrooms and over)
- General Manager (medium hotel: 45-190 bedrooms)
- General Manager (small hotel: less than 45 bedrooms)
- Front Office Manager
- Receptionist
- Head Housekeeper
- Room Attendant

Catering Sector

- Food and Beverage Manager
- Head Chef
- Restaurant Manager
- Head Barperson
- Chef
- Barperson
- Waiter/Waitress

Agencies Sector

- General Manager (Tour Operation)
- Technical Manager (Tour Operation)
- Marketing Product Manager (Tour Operation)
- Reservations Supervisor (Tour Operation)
- Resort Representative/Courier (Tour Operation)
- Agency Manager (Retail)
- Agency Counter Clerk (Retail)

Public Promotion Sector

- General Manager/Director
- Administration Executive
- Development Executive
- Conference/Business Travel Executive
- Marketing Executive
- Information Officer
- Tourist Guide

3. 2. Notes on the Fiches

In a number of cases the professional figures are specific to the UK situation - for example in the hotel sector the majority of UK small hotels are under 10 bedrooms. Hence the fiches seem repetitive for the managers. The role of the General Manager and his/her range of duties is not just dependent on size, it is also very much influenced by ownership. For example chain hotels and franchised operations will have a standardised and centralised approach to many of the management functions.

Similarly for Agencies - the UK travel agency/tour operator sector is large and well developed and the professional figures selected reflect the maturity of the sector. For public promotion the professional figures are very much determined by the responsibilities of the tourist promotion agencies as laid down by statute. In general, these are marketing, development and information roles. The role of animateur is not widely recognised in the UK - the closest would be events organiser but this is not a mainstream position.

In terms of job description it was hoped that the employers and professional bodies would hold standardised or ideal job descriptions for key positions but this was simply not the case. Indeed ABTA are working with the Training Agency to define competencies for the sector without reference to job descriptions - a position which has been criticised. Thus, in the fiches, job descriptions are summaries of the role and duties of each professional figure drawn from discussions with the industry.

Training and education for the three sectors has already been discussed in Chapter Two and will be developed further in Chapter Four. There are three basic routes to entry in each of the sectors. Firstly compulsory education plus vocational training; second compulsory education plus higher level education and/or training; and finally compulsory education followed by direct entry into the industry and gaining qualifications by day release, open learning etc. Any special education/training characteristics have been noted in the fiches. In terms of language requirement, for most professional figures in the UK, this remains minimal in 1990. It is only specialist staff in contact with overseas visitors who have needed language skills in the past. The fiches reflect this current situation. However this position may be expected to change in the 1990s.

In fact, this situation with languages is reflected generally in the three sectors. Even at senior management level current holders of positions are minimally qualified and have reached their position through weight of experience. This situation is changing as new entrants to the industry are expected to be well-qualified - often up to postgraduate level. Clearly this movement to a well qualified and professional tourism workforce is to be applauded but it does create difficulties when completing the individual fiches. Thus in many cases a high level of qualification is now required for the professional figures identified but the reality of current individuals in these posts may be very different.

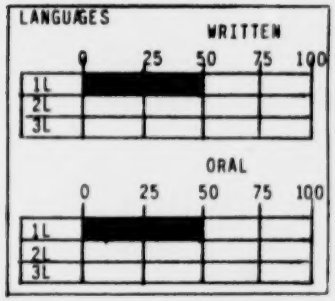
Assembly of the fiches was facilitated by discussions with a number of professional bodies and agencies. These include the English Tourist Board, British Tourist Authority, Local Authorities, Association of British Travel Agents, Hotel and Catering Company, Hotel and Catering Institutional Management Association, City and Guilds of London Institute, the Business and Technician Education Council and the Scottish Vocational Education Council. A variety of secondary sources were also utilised. Key secondary sources are listed at the end of this report.

3.3. The Fiches

SECTOR: Hotel

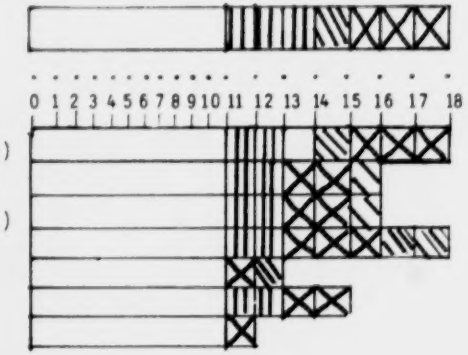
JOB TITLE: General Manager (large establishment) (190 bedrooms plus)

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the overall operation of the hotel; establishing company policy, deciding marketing strategies, and management objectives for the organisation.



TRAINING AND EDUCATION:

JOB TITLE: General Manager (large establishment)



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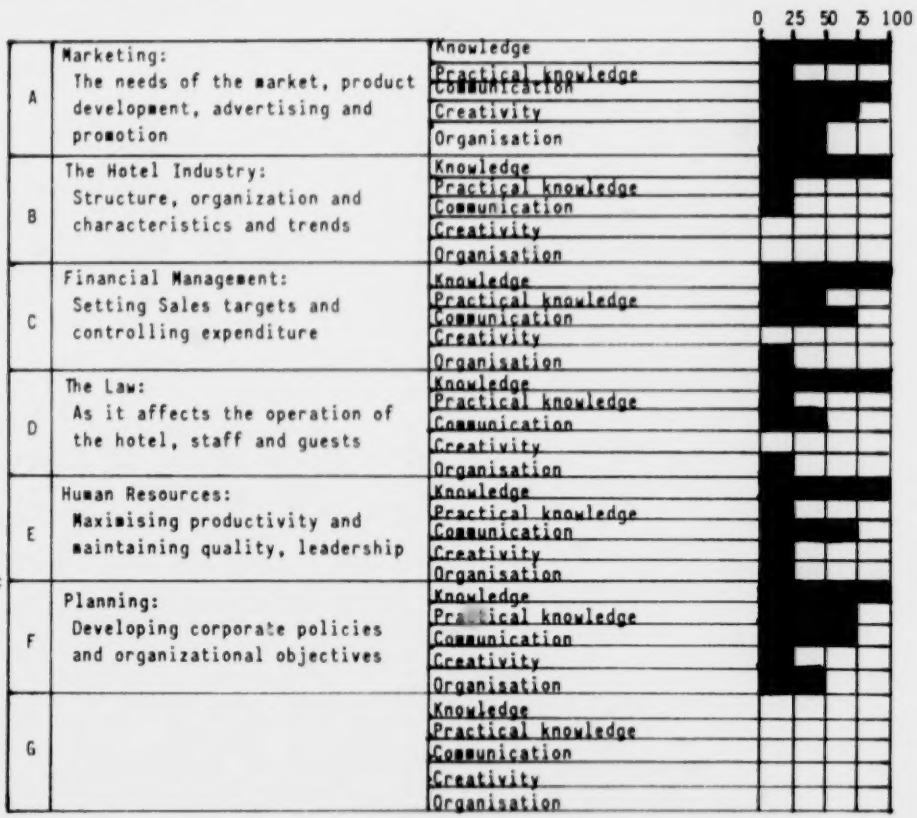
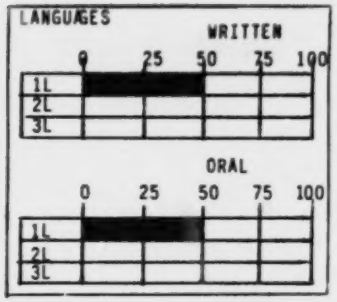


OBSERVATIONS:
Ideally for this occupation individuals will have a degree or HND in Hotel/Catering Management. However, it is possible to work through the organization following in-house training. A postgraduate management qualification would be desirable.

SECTOR: Hotel

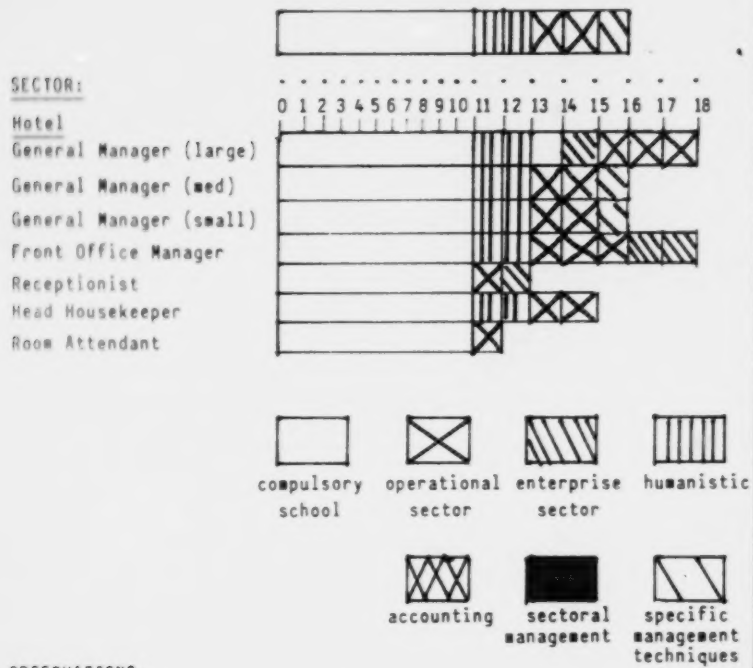
JOB TITLE: General Manager (medium establishment) (medium establishment) (under 190 bedrooms)

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the operation of the hotel,
establishing policies and objectives for the organization



TRAINING AND EDUCATION:

JOB TITLE: General Manager (medium establishment)



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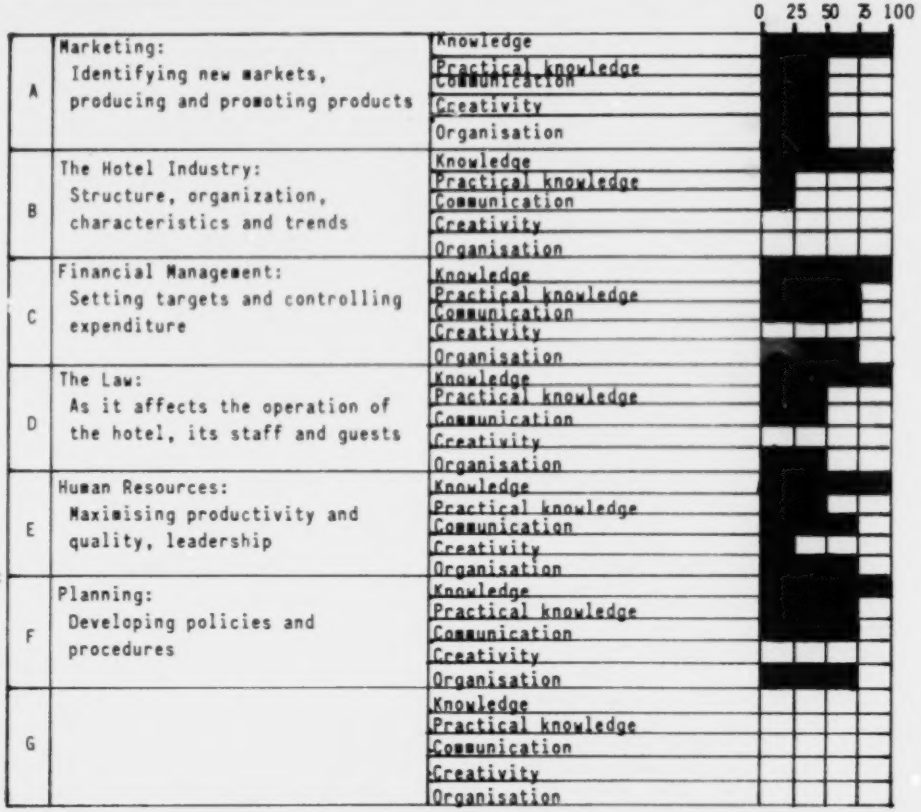


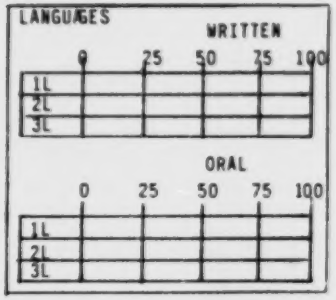
OBSERVATIONS:
Ideally for this occupation individuals will have a degree or HND in Hotel/Catering Management/HCIMA award.
However, there are other routes for example a BTEC national award followed by operational experience.

SECTOR: Hotel

JOB TITLE: General Manager (small establishment) (under 45 bedrooms)

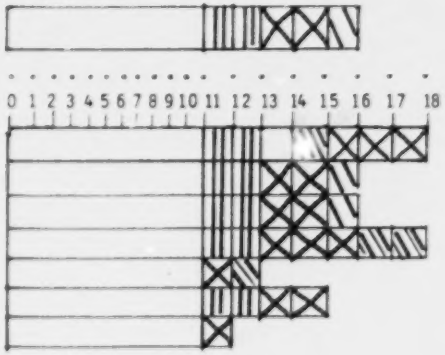
ROLE AND LEVEL OF QUALIFICATION:
Responsible for the day to day operation of the hotel.
Involved in all aspects of the operation.

LANGUAGES



TRAINING AND EDUCATION:

JOB TITLE: General Manager (small establishment)



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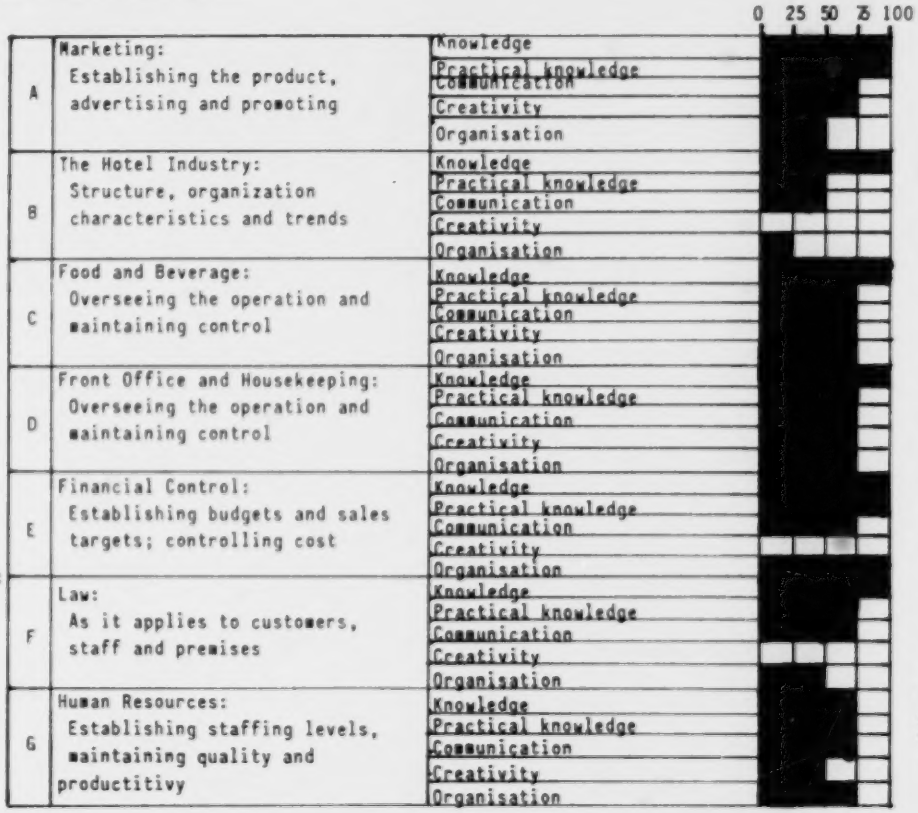
0 25 50 75 100
A Marketing: Establishing the product, advertising and promoting
B The Hotel Industry: Structure, organization characteristics and trends
C Food and Beverage: Overseeing the operation and maintaining control
D Front Office and Housekeeping: Overseeing the operation and maintaining control
E Financial Control: Establishing budgets and sales targets; controlling cost
F Law: As it applies to customers, staff and premises
G Human Resources: Establishing staffing levels, maintaining quality and productivy
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Ideally for this occupation individuals will have a degree or HND in Hotel/Catering Management/HCIMS award.
However, there are other routes for example a BTEC National award followed by operational experience or simply compulsory education followed by experience.

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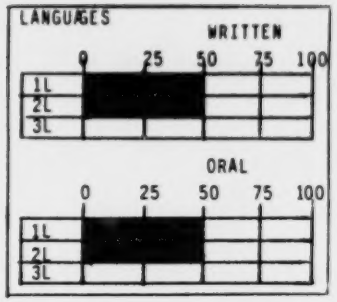
SECTOR: Hotel

JOB TITLE: Front Office Manager

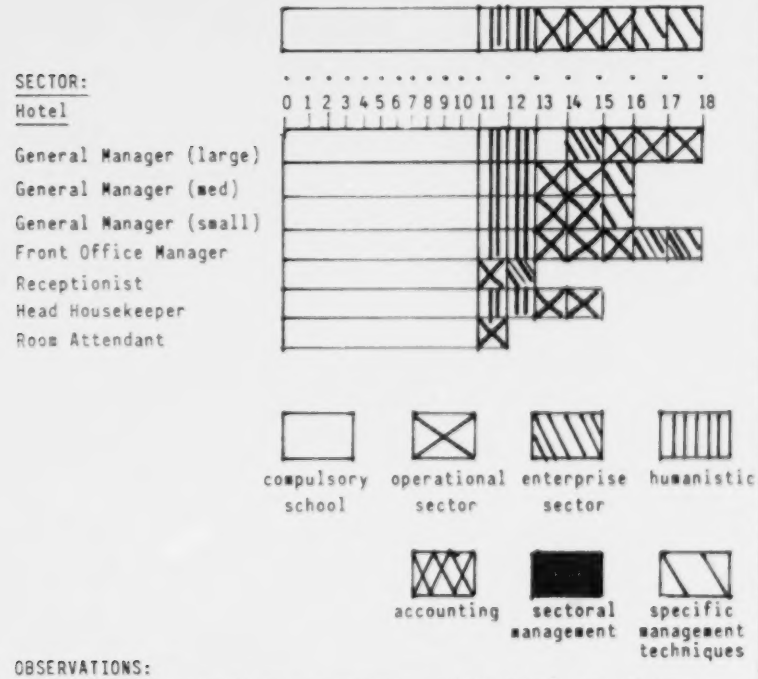


ROLE AND LEVEL OF QUALIFICATION: Responsible for the operation of the advance reservations, reception, billing and cashiering and hall porter sections of the front office department. To manage human resources, control finances, market the hotel and its products and maximise sales revenue.

TRAINING AND EDUCATION:

JOB TITLE: Front Office Manager

SECTOR: Hotel



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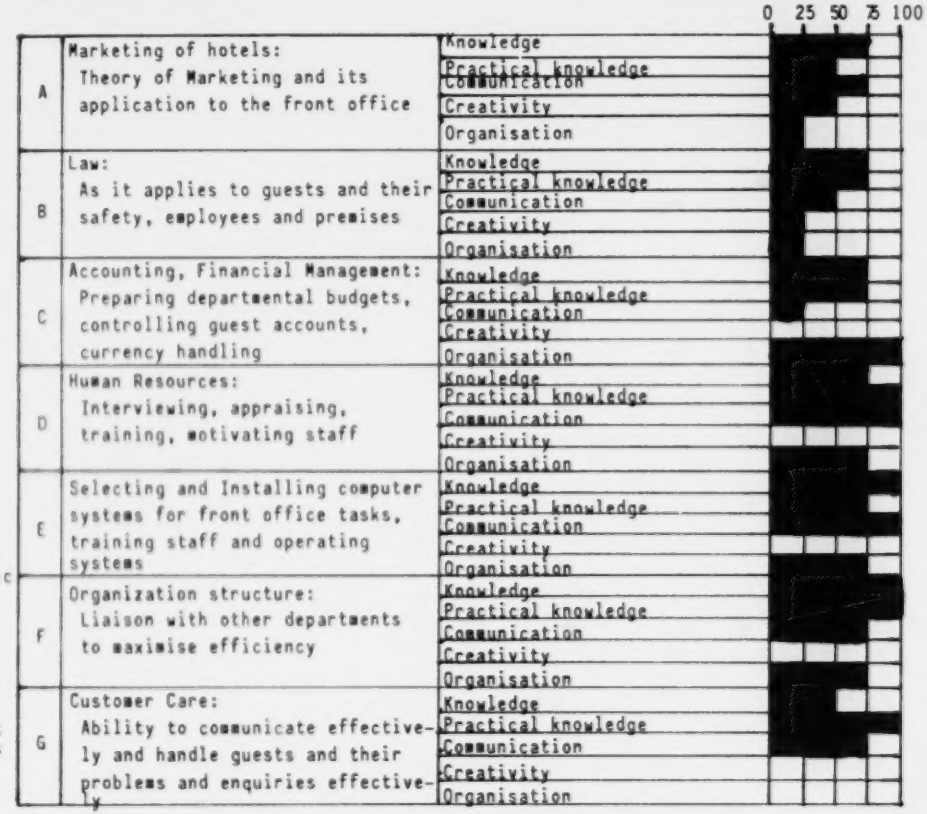
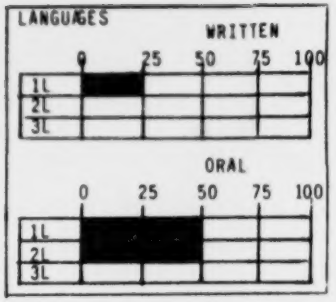

0 25 50 75 100
A
Marketing of hotels: Theory of Marketing and its application to the front office
B
Law: As it applies to guests and their safety, employees and premises
C
Accounting, Financial Management: Preparing departmental budgets, controlling guest accounts, currency handling
D
Human Resources: Interviewing, appraising, training, motivating staff
E
Selecting and Installing computer systems for front office tasks, training staff and operating systems
F
Organization structure: Liaison with other departments to maximise efficiency
G
Customer Care: Ability to communicate effectively and handle guests and their problems and enquiries effectively
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Routes to this occupation are varied. An individual can either take a basic hotel front office qualification and then with considerable experience become a Front Office Manager. Alternatively an HND or degree course can be followed plus one or two years operational experience.

SECTOR: Hotel

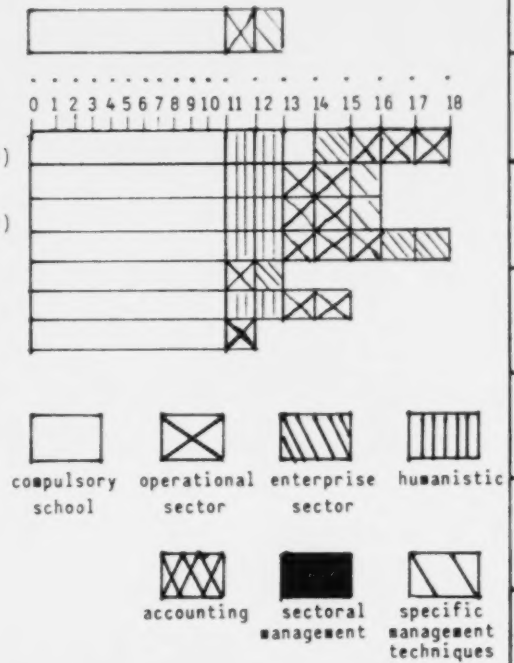
JOB TITLE: Hotel Receptionist

ROLE AND LEVEL OF QUALIFICATION: Responsible for the welcoming of guests. This includes taking advance reservations, allocating rooms, registering guests, providing information and liaising with other departments in the hotel. The role may also involve dealing with guest accounts and handling information technology.



TRAINING AND EDUCATION:

JOB TITLE: Hotel Receptionist



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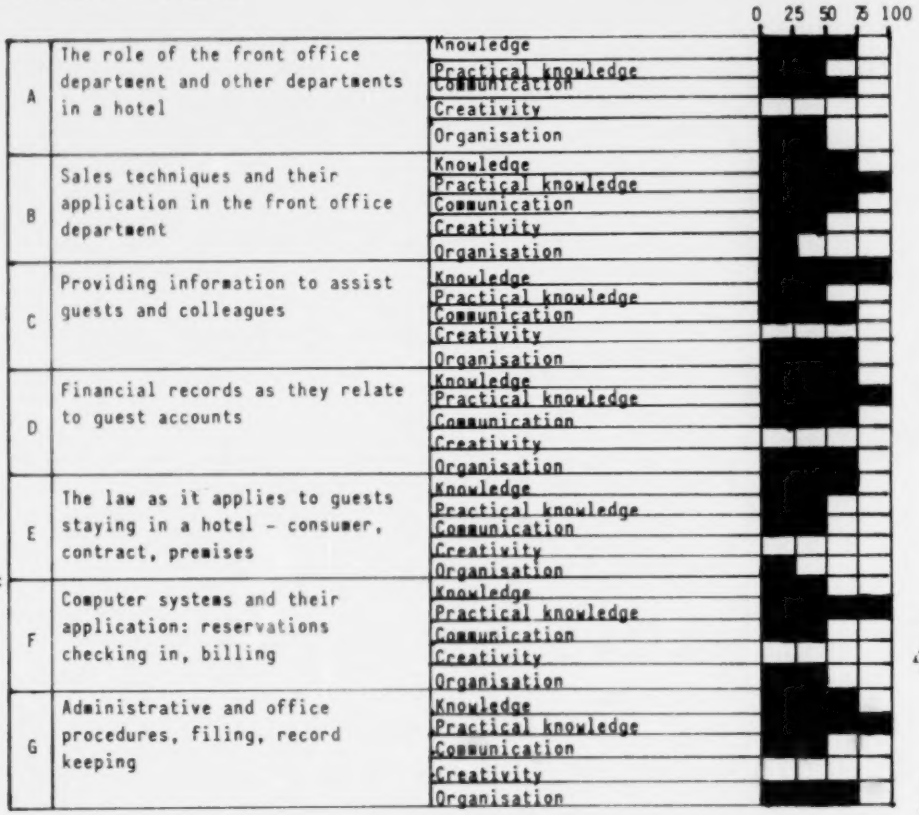


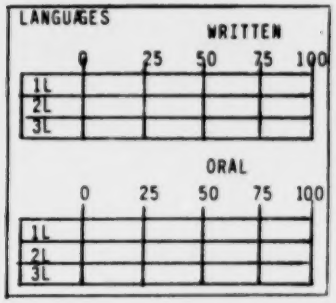
OBSERVATIONS:

Ideally for this occupation individuals obtain either a City and Guilds or BTEC National qualification. Usually individuals have to be 18 before they are employed (legal - working shifts)

SECTOR: Hotel

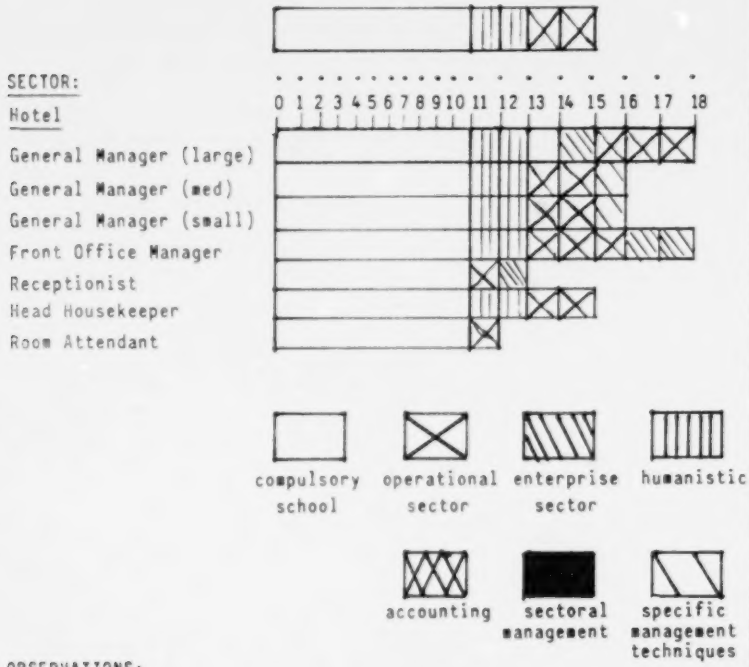
JOB TITLE: Head Housekeeper

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the management of the housekeeping department. This involves human resource management, financial control, marketing and the law as it applies to hotels



TRAINING AND EDUCATION:

JOB TITLE: Head Housekeeper



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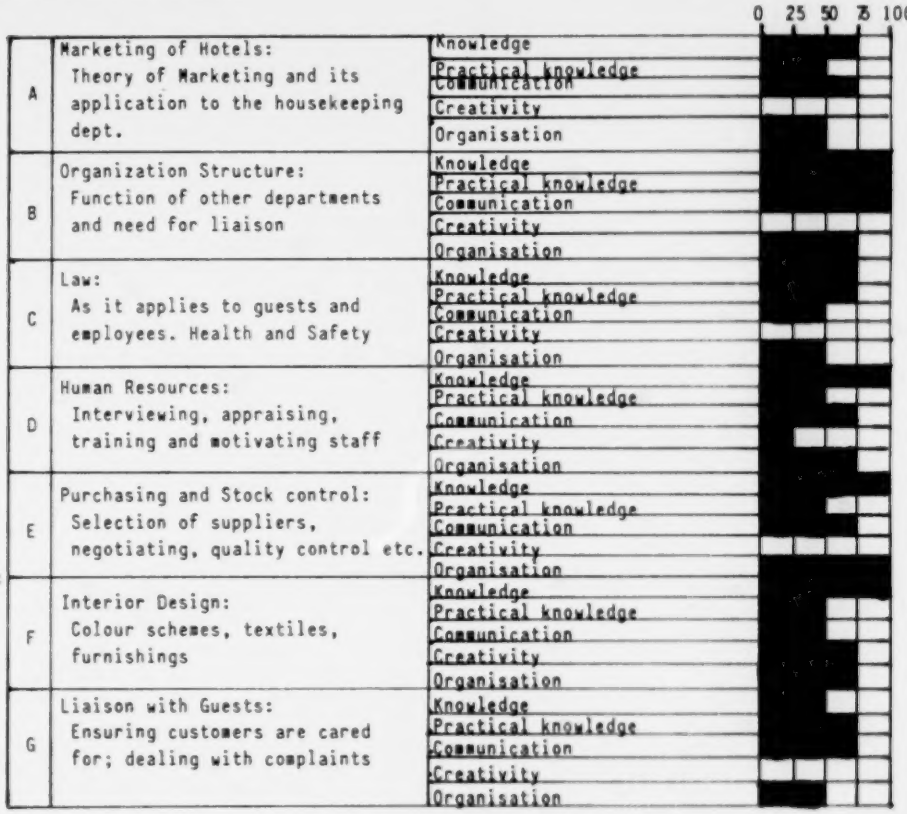

0 25 50 75 100
A
Marketing of Hotels: Theory of Marketing and its application to the housekeeping dept.
B
Organization Structure: Function of other departments and need for liaison
C
Law: As it applies to guests and employees. Health and Safety
D
Human Resources: Interviewing, appraising, training and motivating staff
E
Purchasing and Stock control: Selection of suppliers, negotiating, quality control etc.
F
Interior Design: Colour schemes, textiles, furnishings
G
Liaison with Guests: Ensuring customers are cared for; dealing with complaints
Knowledge
Practical knowledge
Communication
Creativity
Organisation

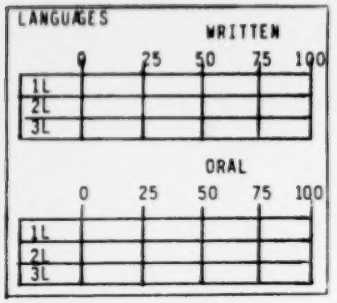
OBSERVATIONS:

Ideally for this occupation a City and Guilds or BTEC national course will be required. These are likely to take two years. This would be combined with experience before an individual could become a Head Housekeeper. Another route would be HND or degree.

SECTOR: Hotel

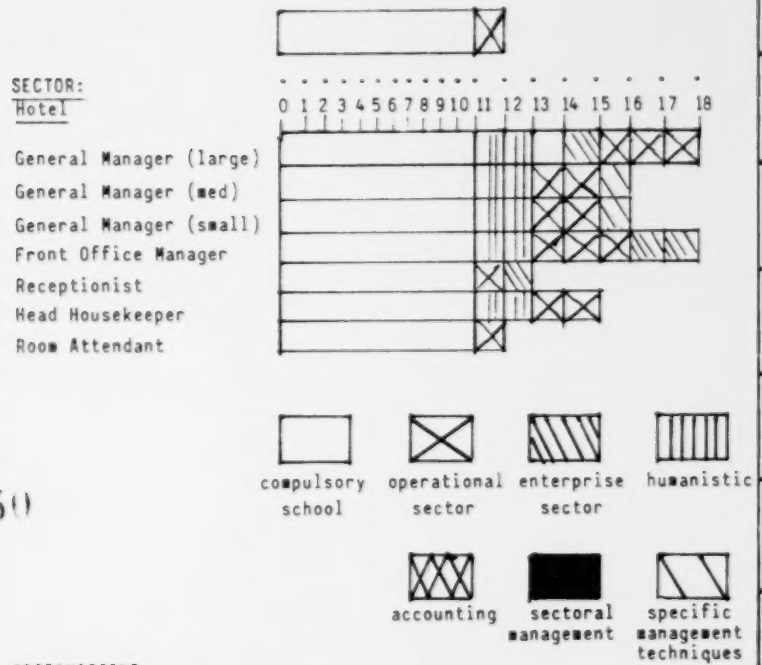
JOB TITLE: Room Attendant

ROLE AND LEVEL OF QUALIFICATION:
Responsible for cleaning guest rooms. This involves liaison with the Floor Housekeeper to ensure the correct rooms are fully prepared for new guest arrivals.



TRAINING AND EDUCATION:

JOB TITLE: Room Attendant



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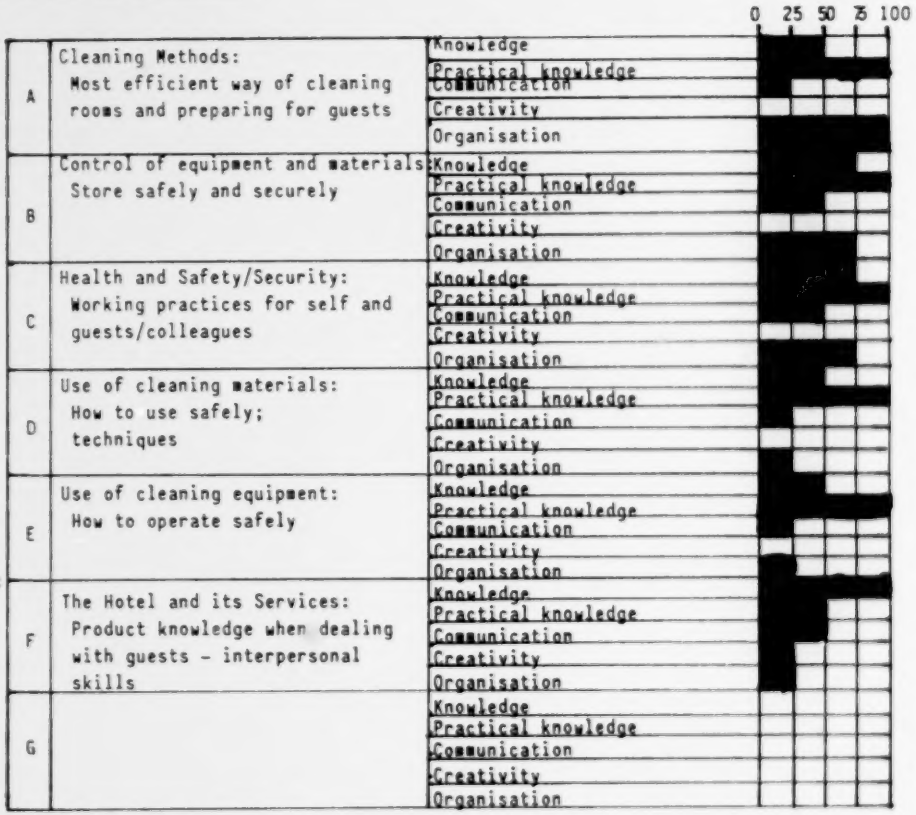

OBSERVATIONS:
Entrants to this occupation normally enter direct without formal training or a qualification. Ideally a basic City and Guilds/HCTC award will be gained.

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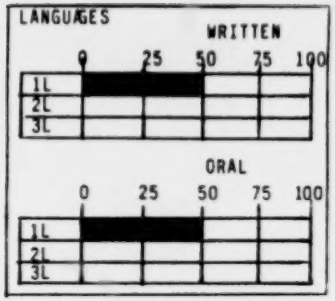
SECTOR: Catering

JOB TITLE: Food and Beverage Manager

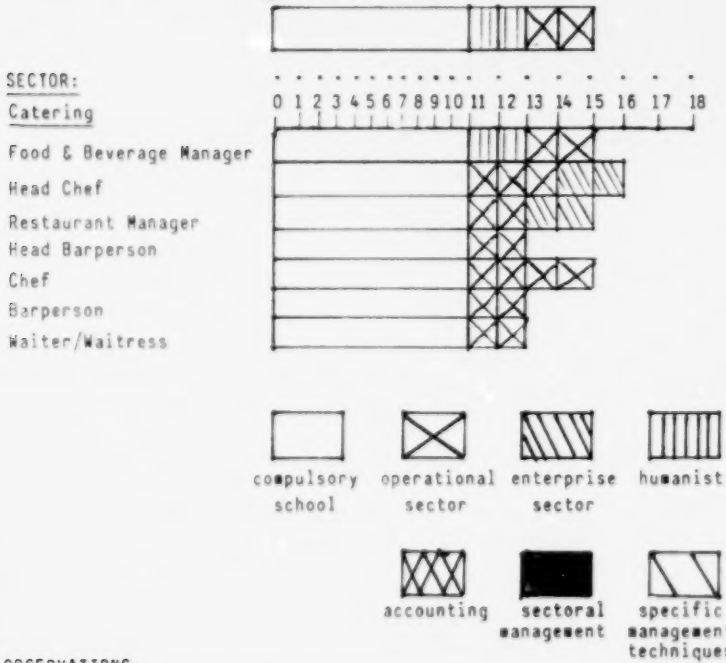
ROLE AND LEVEL OF QUALIFICATION:
Responsible for overseeing the operation of all the food and beverage and related areas



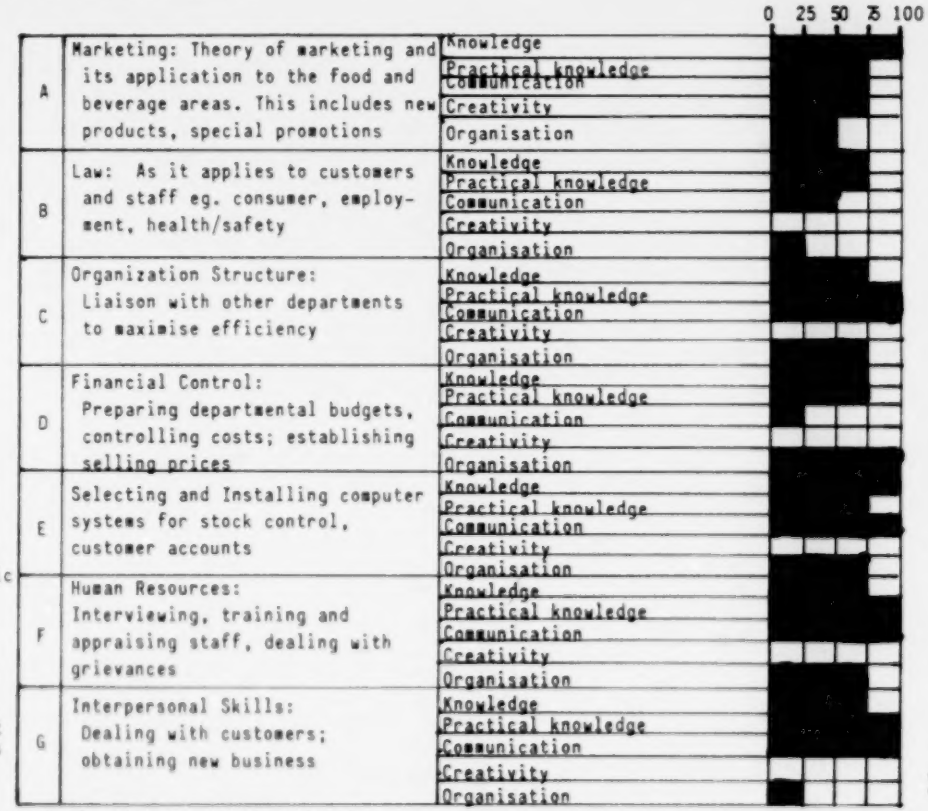
TRAINING AND EDUCATION:

JOB TITLE: Food and Beverage Manager

SECTOR: Catering



SPECIALIST KNOWLEDGE : CONTENT

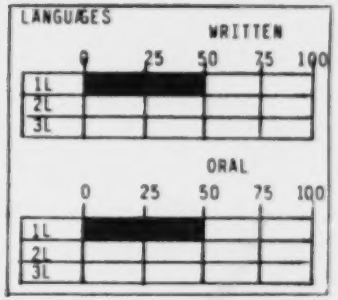

0 25 50 75 100
A
Marketing: Theory of marketing and its application to the food and beverage areas. This includes new products, special promotions
B
Law: As it applies to customers and staff eg. consumer, employment, health/safety
C
Organization Structure: Liaison with other departments to maximise efficiency
D
Financial Control: Preparing departmental budgets, controlling costs; establishing selling prices
E
Selecting and Installing computer systems for stock control, customer accounts
F
Human Resources: Interviewing, training and appraising staff, dealing with grievances
G
Interpersonal Skills: Dealing with customers; obtaining new business
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Ideally for this occupation individuals will have an HND or degree in Hotel and Catering Management/HCIMA. Alternatively, they may leave school and take a BTEC National or City and Guilds qualification plus operational experience.

SECTOR: Catering

JOB TITLE: Head Chef

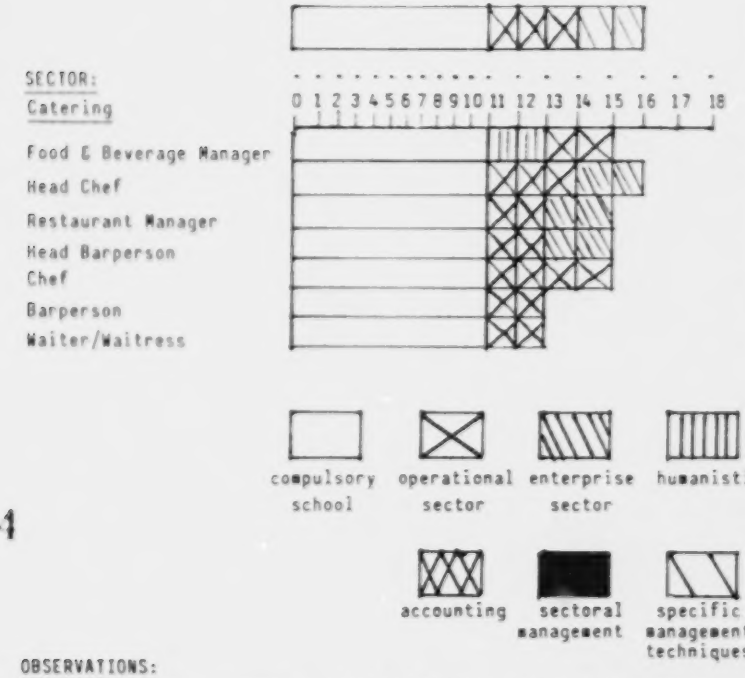
ROLE AND LEVEL OF QUALIFICATION:
Responsible for the overall operation of the food preparation areas. This includes staff, equipment and materials. Financial control and ordering and stock control.



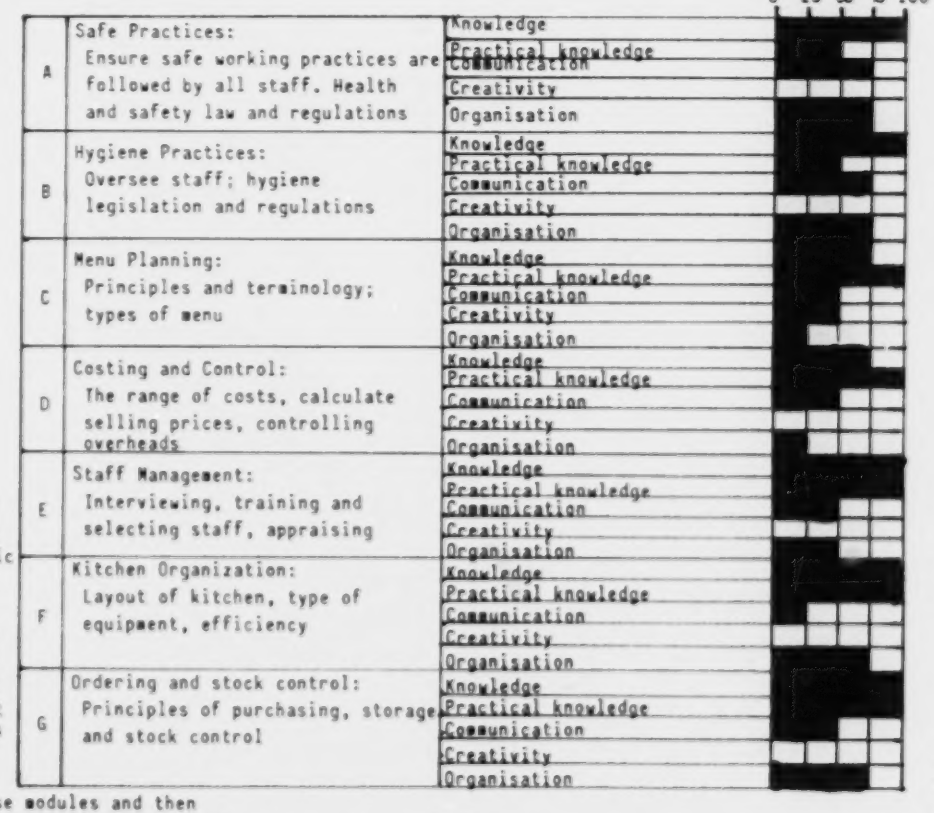
TRAINING AND EDUCATION:

JOB TITLE: Head Chef

SECTOR: Catering



SPECIALIST KNOWLEDGE : CONTENT

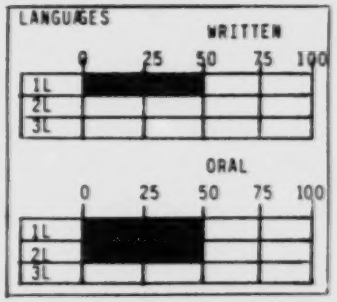

0 25 50 75 100
A Safe Practices: Ensure safe working practices are followed by all staff. Health and safety law and regulations
B Hygiene Practices: Oversee staff; hygiene legislation and regulations
C Menu Planning: Principles and terminology; types of menu
D Costing and Control: The range of costs, calculate selling prices, controlling overheads
E Staff Management: Interviewing, training and selecting staff, appraising
F Kitchen Organization: Layout of kitchen, type of equipment, efficiency
G Ordering and stock control: Principles of purchasing, storage and stock control
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Ideally for this occupation individuals will progress through the 706/1 and 706/2 City and Guilds Catering qualifications and caterbase modules and then take a supervisory Master award offered by City and Guilds or a BTEC or NEBSS qualification in supervisory skills.

SECTOR: Catering

JOB TITLE: Restaurant Manager

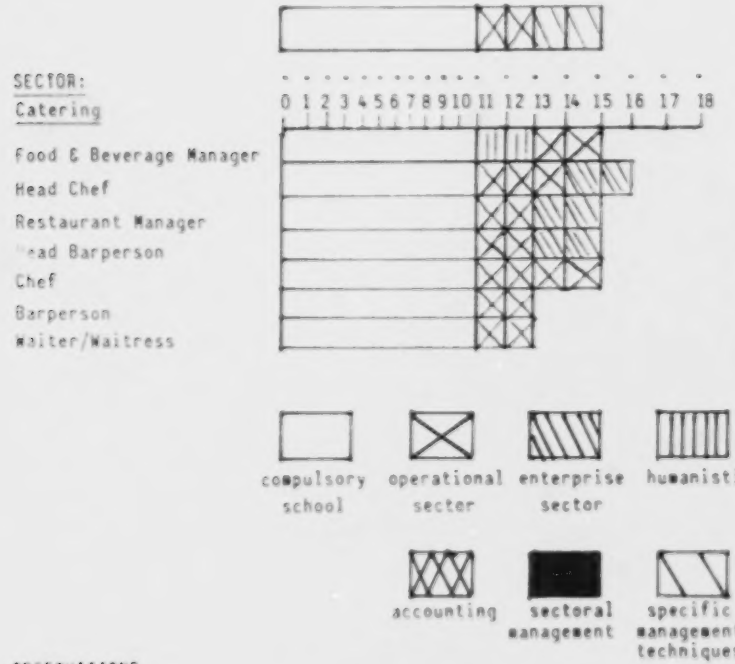
ROLE AND LEVEL OF QUALIFICATION:
Responsible for the organization and daily operation of the food service area. This involves organizing staff and equipment and liaising with the Head Chef to ensure co-ordination of activities.



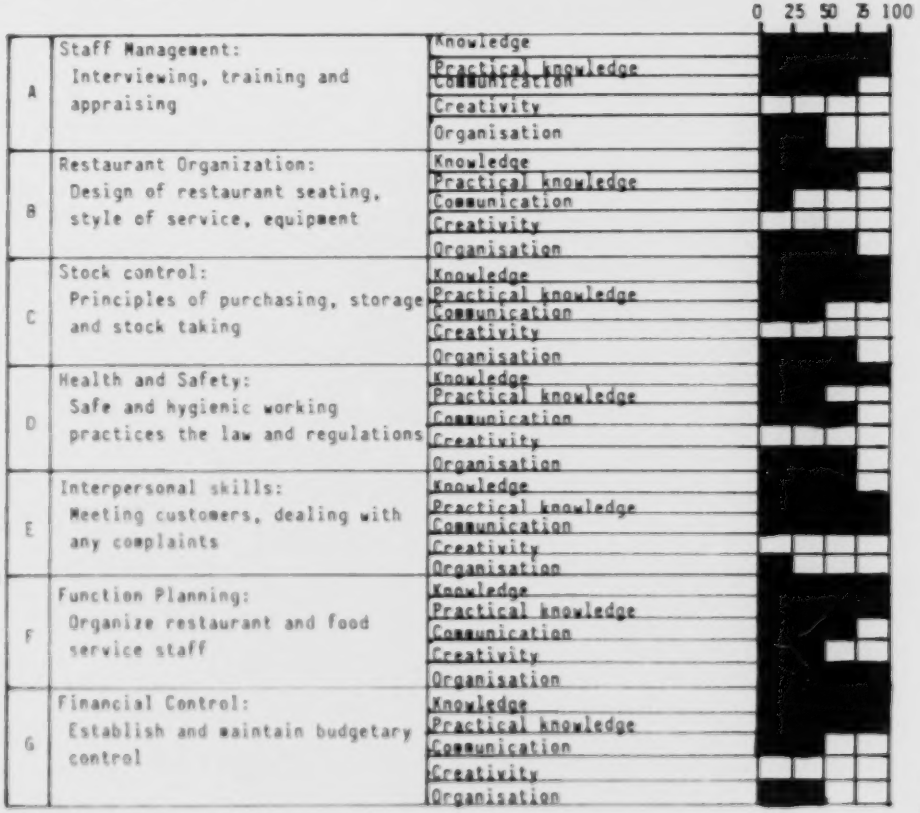
TRAINING AND EDUCATION:

JOB TITLE: Restaurant Manager

SECTOR: Catering



SPECIALIST KNOWLEDGE : CONTENT

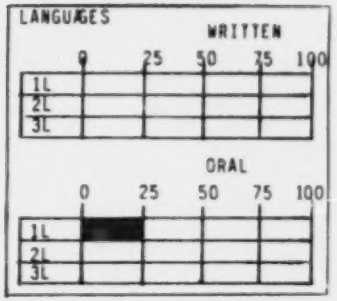

0 25 50 75 100
A Staff Management: Interviewing, training and appraising
B Restaurant Organization: Design of restaurant seating, style of service, equipment
C Stock control: Principles of purchasing, storage and stock taking
D Health and Safety: Safe and hygienic working practices the law and regulations
E Interpersonal skills: Meeting customers, dealing with any complaints
F Function Planning: Organize restaurant and food service staff
G Financial Control: Establish and maintain budgetary control
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Ideally for this occupation individuals will have a City and Guilds qualification in food and beverage service plus a supervisory qualification in restaurant management or BTEC Award.

SECTOR: Catering

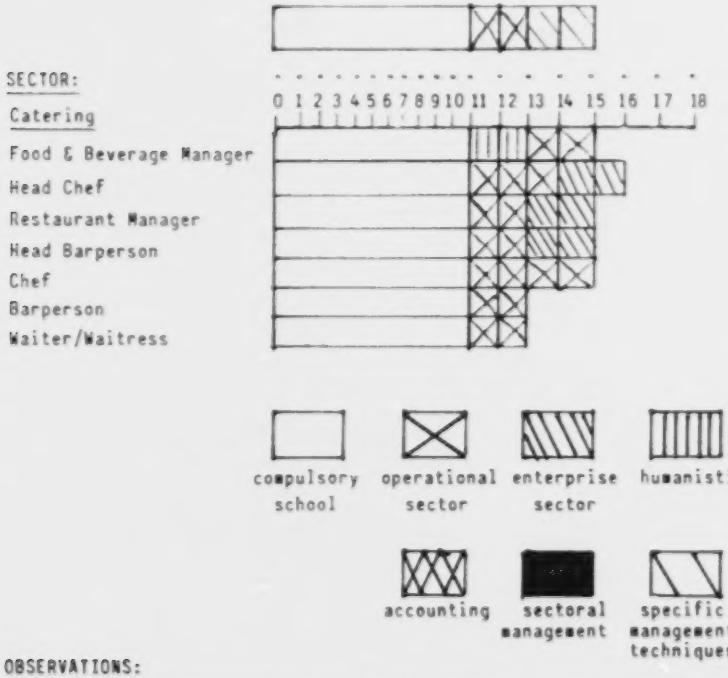
JOB TITLE: Head Barperson

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the organization of the bar area and its daily operation

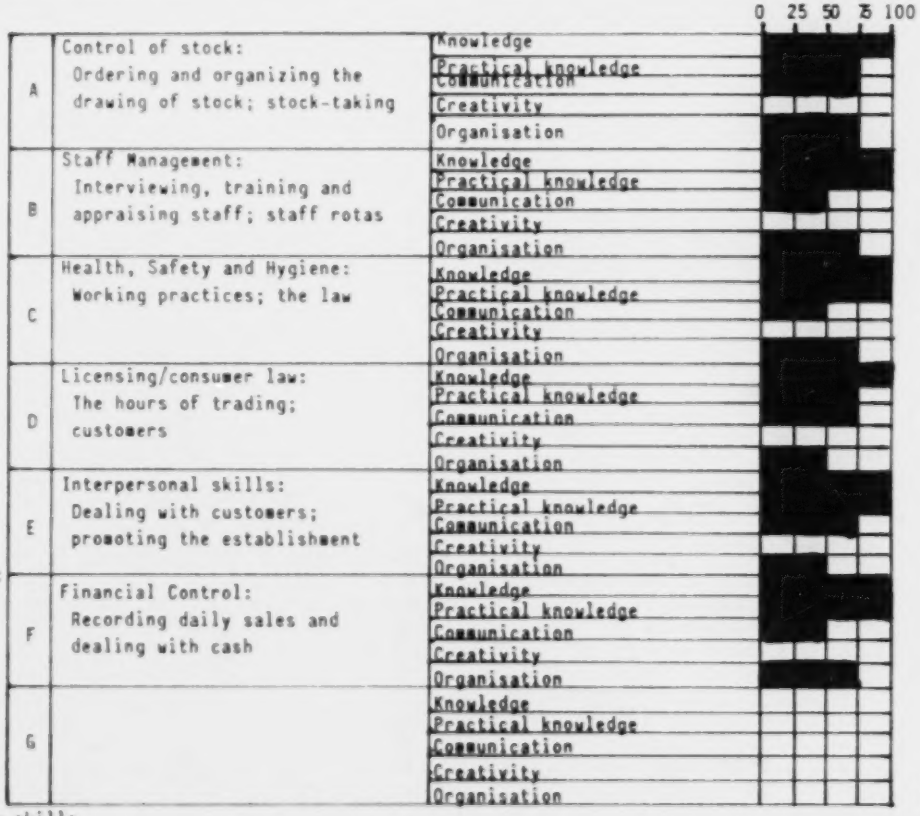


TRAINING AND EDUCATION:

JOB TITLE: Head Barperson



SPECIALIST KNOWLEDGE : CONTENT

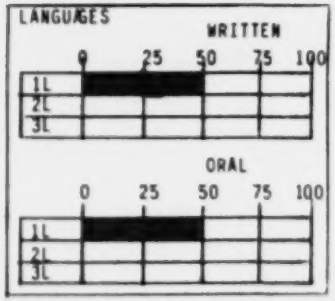

0 25 50 75 100
A Control of stock: Ordering and organizing the drawing of stock; stock-taking
B Staff Management: Interviewing, training and appraising staff; staff rotas
C Health, Safety and Hygiene: Working practices; the law
D Licensing/consumer law: The hours of trading; customers
E Interpersonal skills: Dealing with customers; promoting the establishment
F Financial Control: Recording daily sales and dealing with cash
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:
Ideally for this occupation individuals will have a City and Guilds qualification in Beverage Service plus a qualification in supervisory skills.

SECTOR: Catering

JOB TITLE: Chef

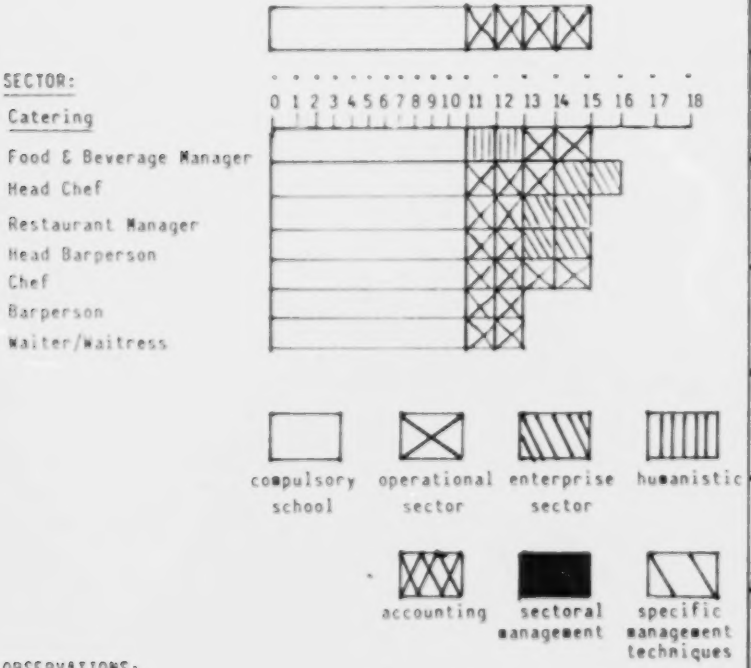
ROLE AND LEVEL OF QUALIFICATION:
Responsible for the preparation, cooking and presentation of dishes



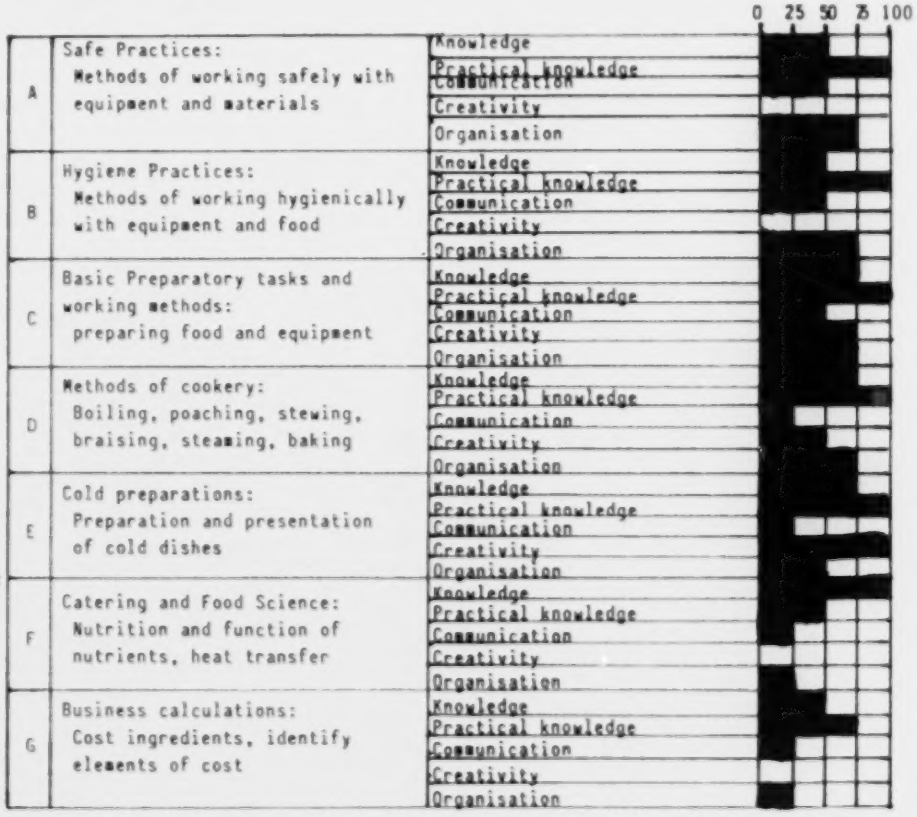
TRAINING AND EDUCATION:

JOB TITLE: Chef

SECTOR: Catering



SPECIALIST KNOWLEDGE : CONTENT


0 25 50 75 100
A Safe Practices: Methods of working safely with equipment and materials
B Hygiene Practices: Methods of working hygienically with equipment and food
C Basic Preparatory tasks and working methods: preparing food and equipment
D Methods of cookery: Boiling, poaching, stewing, braising, steaming, baking
E Cold preparations: Preparation and presentation of cold dishes
F Catering and Food Science: Nutrition and function of nutrients, heat transfer
G Business calculations: Cost ingredients, identify elements of cost
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:

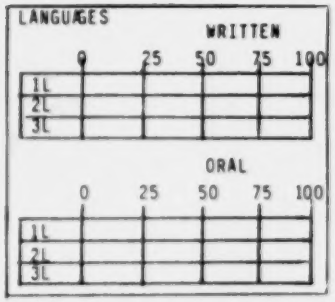
Ideally for this occupation individuals will reach the level of a City and Guilds 706/2 qualification together with a series of HCTC Caterbase modules. This can be obtained full-time in college/industry or on a part-time basis

SECTOR: Catering

JOB TITLE: Barperson

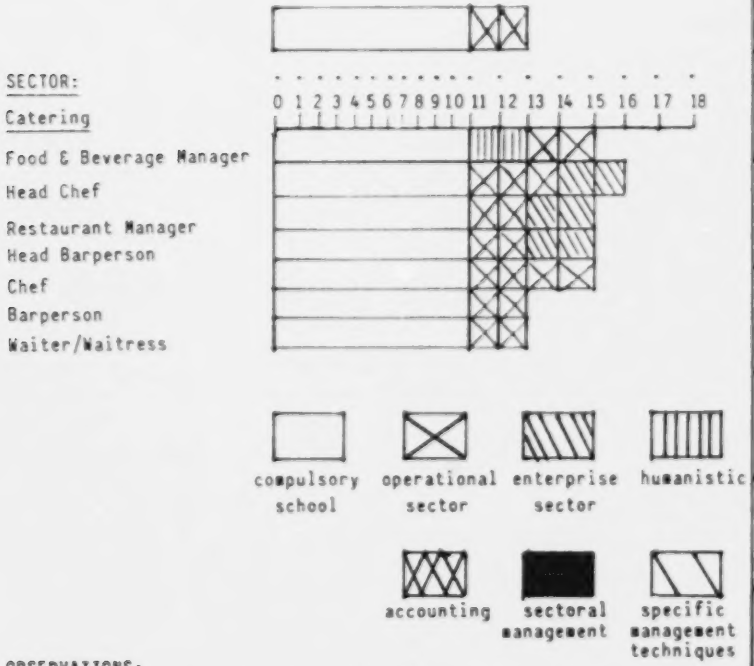
ROLE AND LEVEL OF QUALIFICATION:
Responsible for the independent selling, dispensing and service of beverages

LANGUAGES

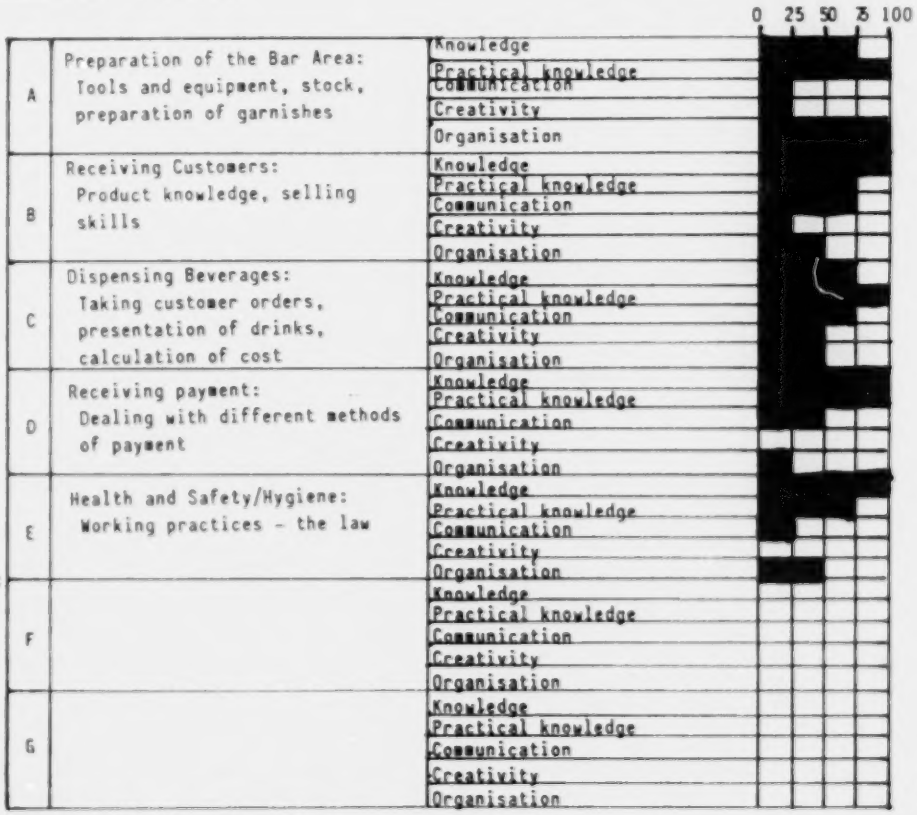


TRAINING AND EDUCATION:

JOB TITLE: Barperson



SPECIALIST KNOWLEDGE : CONTENT



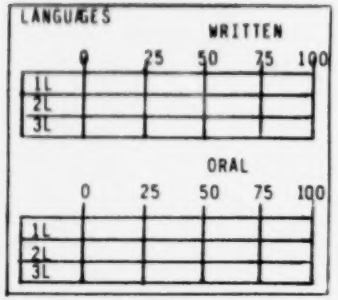
OBSERVATIONS:

Ideally for this occupation individuals will have a City and Guilds qualification in beverage service plus on the job training
N.B. It will be necessary for them to be 18 years old before serving in a bar.

SECTOR: Catering

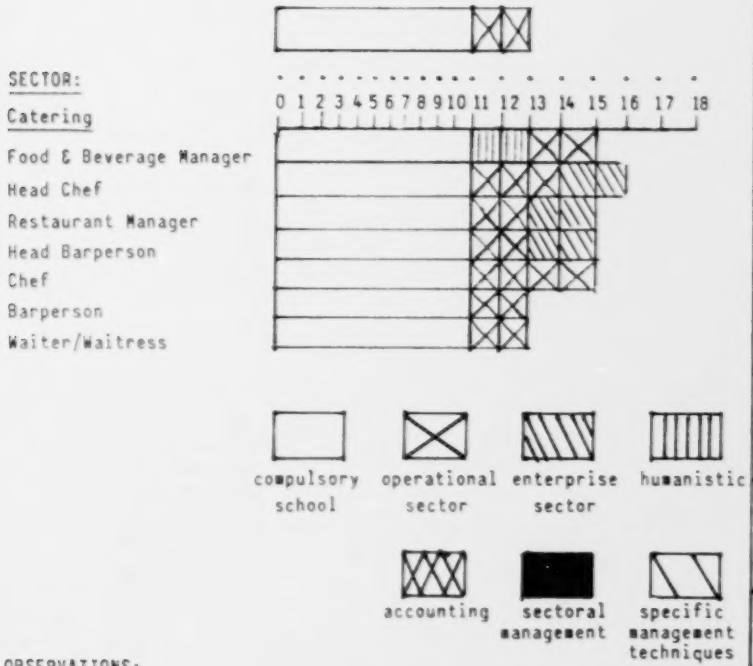
JOB TITLE: Waiter/Waitress

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the service of food and beverages. The role involves working with food preparation staff and dealing with customers requests and orders

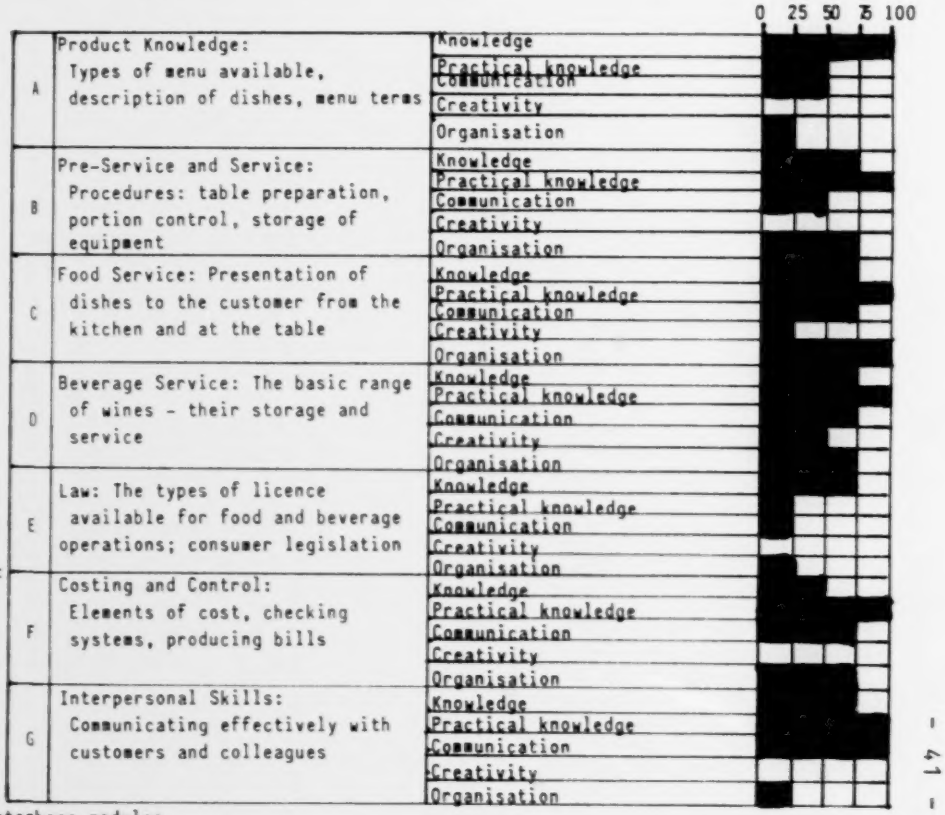


TRAINING AND EDUCATION:

JOB TITLE: Waiter/Waitress



SPECIALIST KNOWLEDGE : CONTENT


0 25 50 75 100
A
Product Knowledge: Types of menu available, description of dishes, menu terms
B
Pre-Service and Service: Procedures: table preparation, portion control, storage of equipment
C
Food Service: Presentation of dishes to the customer from the kitchen and at the table
D
Beverage Service: The basic range of wines - their storage and service
E
Law: The types of licence available for food and beverage operations; consumer legislation
F
Costing and Control: Elements of cost, checking systems, producing bills
G
Interpersonal Skills: Communicating effectively with customers and colleagues
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:

Ideally for this occupation individuals will reach the level of a City and Guilds 707/2 qualification together with a series of HCTC Caterbase modules. This can be obtained full-time in college/industry or on a part-time basis.

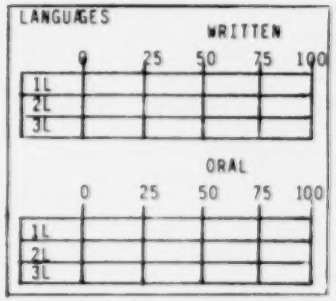
SECTOR: Agencies

JOB TITLE: General Manager: Tour Operation

ROLE AND LEVEL OF QUALIFICATION:

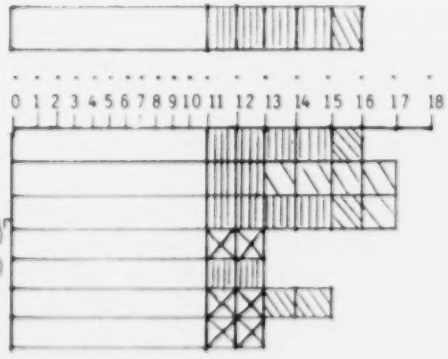
Primarily responsible for the efficient and profitable management of the company's functions.
The role will also include determining company strategy for profitable growth.

LANGUAGES

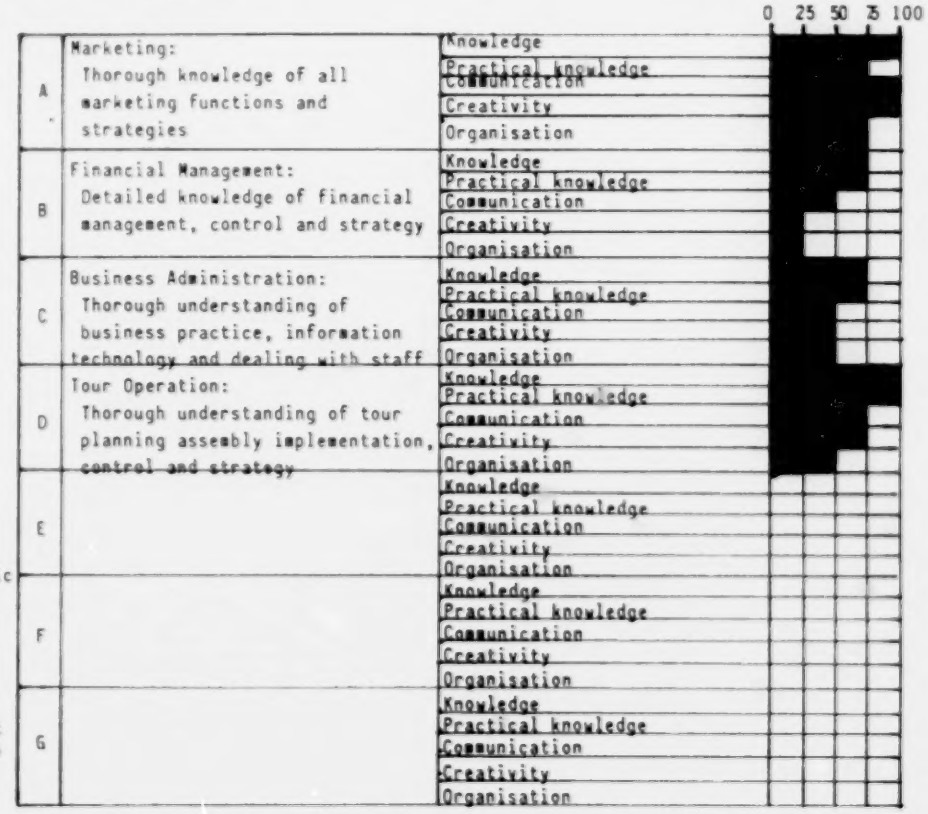


TRAINING AND EDUCATION:

JOB TITLE: General Manager


SECTOR:
Agencies
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
General Manager (TO)
Technical Manager (TO)
Marketing Product Manager (TO)
Reservations Supervisor (TO)
Resort Rep/Courier (TO)
Agency Manager (retail)
Agency Counter Clerk (retail)

SPECIALIST KNOWLEDGE : CONTENT



OBSERVATIONS:

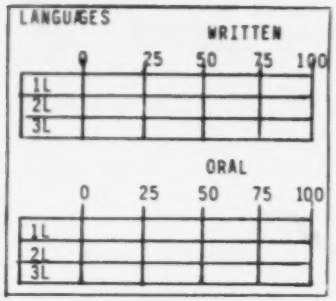
Experience is an important qualification for this post.
University level education, plus specific full-time or on-the-job training would be expected.

SECTOR: Agencies

JOB TITLE: Technical Manager (Tour Operation)

ROLE AND LEVEL OF QUALIFICATION:
Responsible for advising on design of information technology systems for the company both as reservations and management control. Responsible for efficient operation of the systems, staff training and future planning

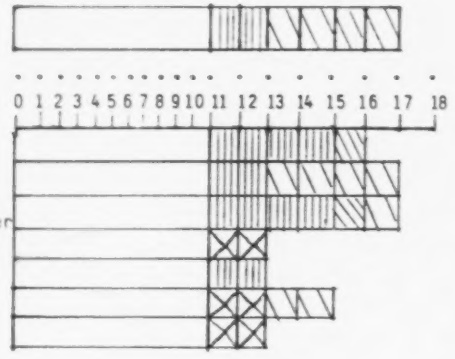
LANGUAGES



TRAINING AND EDUCATION:

JOB TITLE: Technical Manager

SECTOR: Agencies


0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
General Manager (TO)
Technical Manager (TO)
Marketing Product Manager (TO)
Reservations Supervisor (TO)
Resort Rep/Courier (TO)
Agency Manager (retail)
Agency Counter Clerk (retail)

SPECIALIST KNOWLEDGE : CONTENT

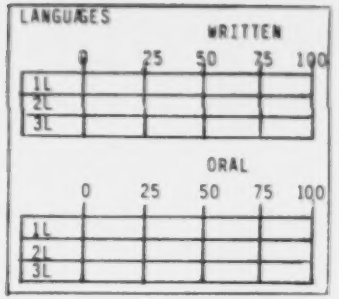
			0 25 50 75 100
A	Information Technology: Thorough knowledge of relevant IT systems and their application to tour operation	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
B	Tour Operation: Understanding of elements of tour operations business and planning, components, reservations	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
C	Business Administration: Understanding of modern business practice, company structure and information needs of management	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
D		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
E		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
F		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
G		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	

OBSERVATIONS:
A specialised degree or at least an HND would be required for this post with a possible postgraduate qualification.

SECTOR: Agencies

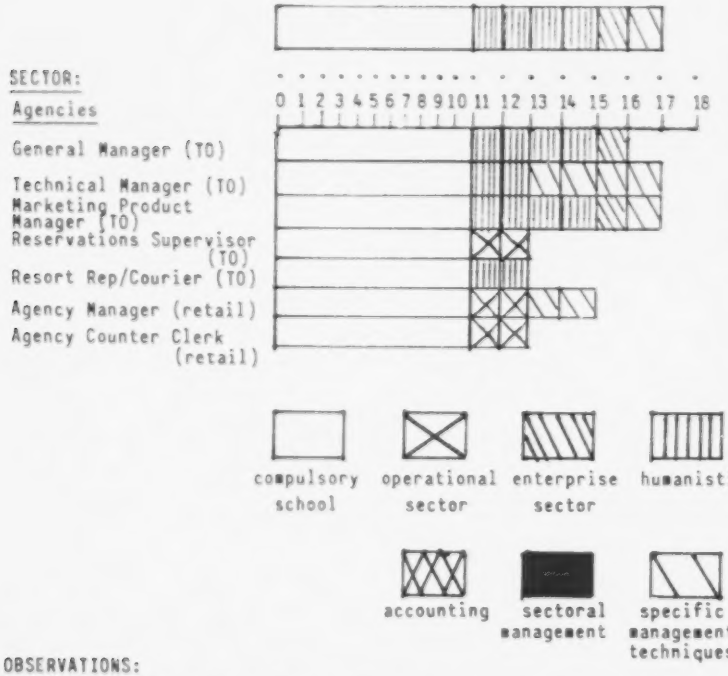
JOB TITLE: Marketing Product Manager

ROLE AND LEVEL OF QUALIFICATION:
Responsible for the successful planning and implementation of a tour programme from initial market research, through tour assembly and brochure production, to selling, and sales and quality control.



TRAINING AND EDUCATION:

JOB TITLE: Marketing Product Manager



SPECIALIST KNOWLEDGE : CONTENT

			0 25 50 75 100
A	Tour Operation: All elements of tour planning assembly, costing and control	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
B	Financial Management: Understanding of modern financial management techniques to maintain financial control	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
C	Marketing: Thorough understanding of market planning, promotion, pricing, distribution, research and public relations	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
D	Law: Law of the consumer and contract as it applies to tour operation	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
E	Business Management: Familiarisation with business practice, information technology and company organization	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
F	Communication: Knowledge of effective oral and written techniques	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
G		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	

OBSERVATIONS:
Most holders of these jobs will have University-level education plus specific training in tourism management or marketing at postgraduate level.

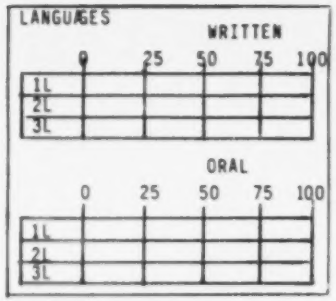
SECTOR: Agencies

JOB TITLE: Reservations Supervisor

ROLE AND LEVEL OF QUALIFICATION:

Responsible for managing a group of reservations clerks - monitoring performance training, keeping records and files on customers. Provides information on company's products to the public and other intermediaries (such as retail agencies)

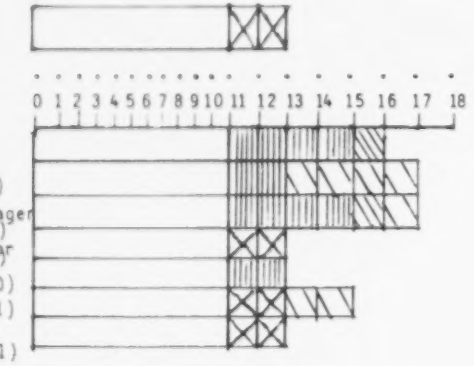
LANGUAGES



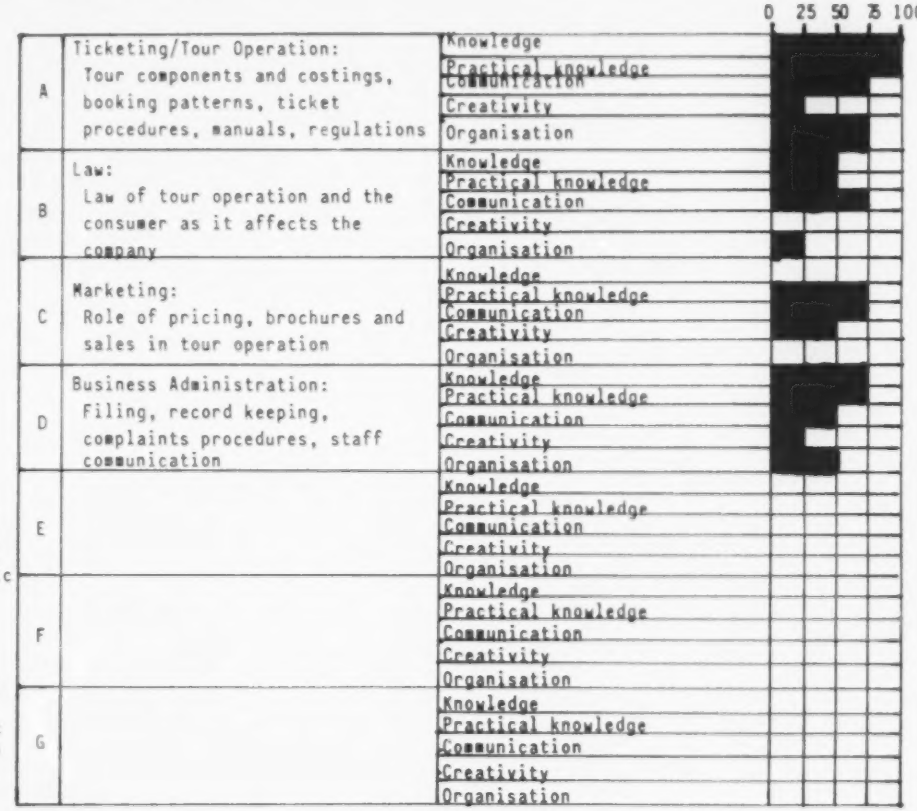
TRAINING AND EDUCATION:

JOB TITLE: Reservations Supervisor

SECTOR: Agencies


0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
General Manager (TO)
Technical Manager (TO)
Marketing Product Manager (TO)
Reservations Supervisor (TO)
Resort Rep/Courier (TO)
Agency Manager (retail)
Agency Counter Clerk (retail)

SPECIALIST KNOWLEDGE : CONTENT



OBSERVATIONS:

A variety of routes are available for this post but most common would be a one or two year BTEC National Course in travel and Tourism plus COTOP and on-the-job training.

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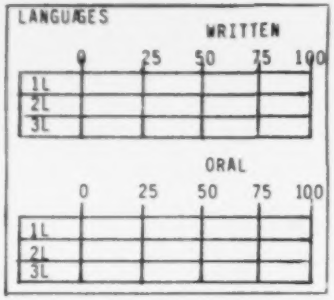
SECTOR: Agencies

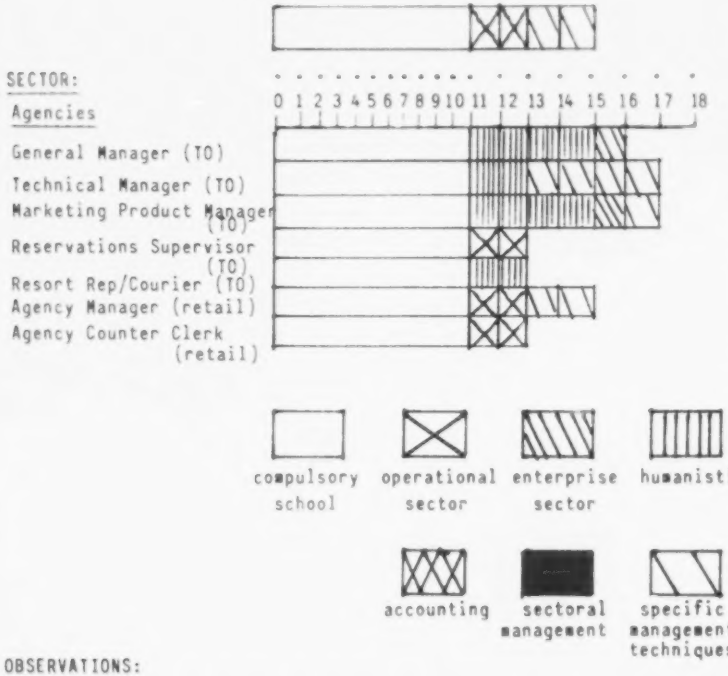
JOB TITLE: Agency Manager (retail)

ROLE AND LEVEL OF QUALIFICATION: Responsible for overall performance of a retail traval agency. This includes coordination and planning work performance and training of counter clerks. The manager will work closely with principals, actively promote the agency, manage budgets and may assemble inclusive tours.

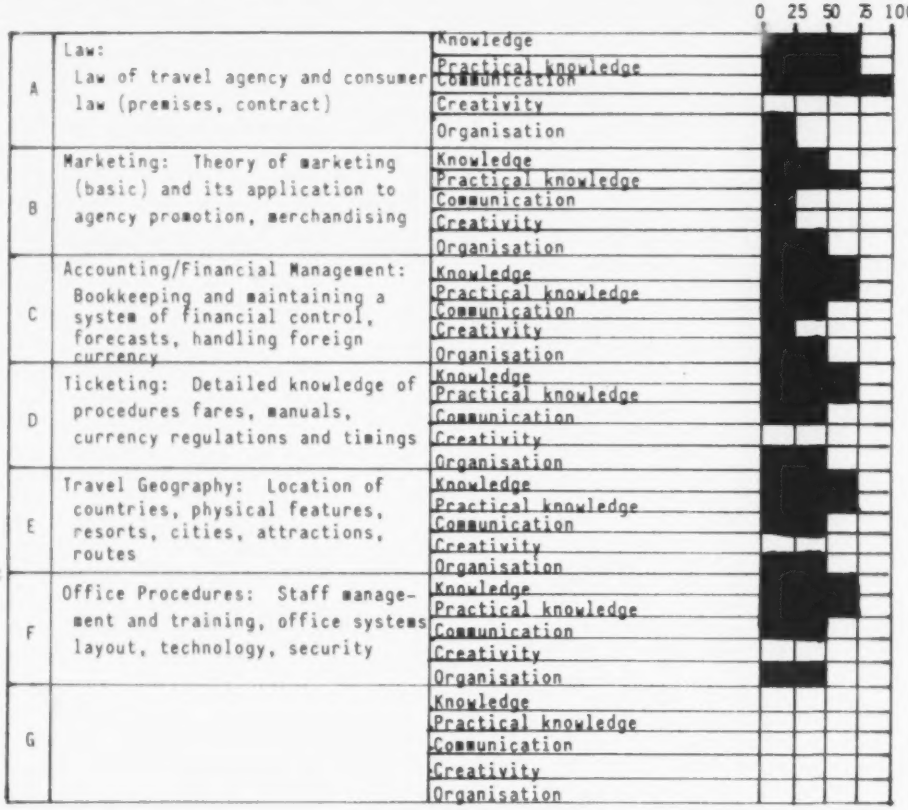


TRAINING AND EDUCATION:

JOB TITLE: Agency Manager (retail)



SPECIALIST KNOWLEDGE : CONTENT


0 25 50 75 100
A
Law: Law of travel agency and consumer law (premises, contract)
B
Marketing: Theory of marketing (basic) and its application to agency promotion, merchandising
C
Accounting/Financial Management: Bookkeeping and maintaining a system of financial control, forecasts, handling foreign currency
D
Ticketing: Detailed knowledge of procedures fares, manuals, currency regulations and timings
E
Travel Geography: Location of countries, physical features, resorts, cities, attractions, routes
F
Office Procedures: Staff management and training, office systems layout, technology, security
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:

Commonly a further education course (BTEC travel and tourism) plus work experience is the route to this job. COTAC and COTAM are also required and can be obtained during further education.

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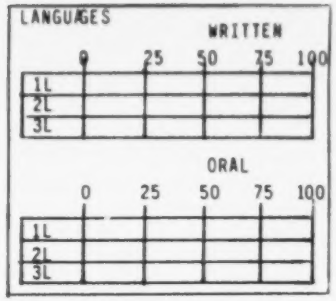
SECTOR: Agencies

JOB TITLE: Agency Counter Clerk (retail)

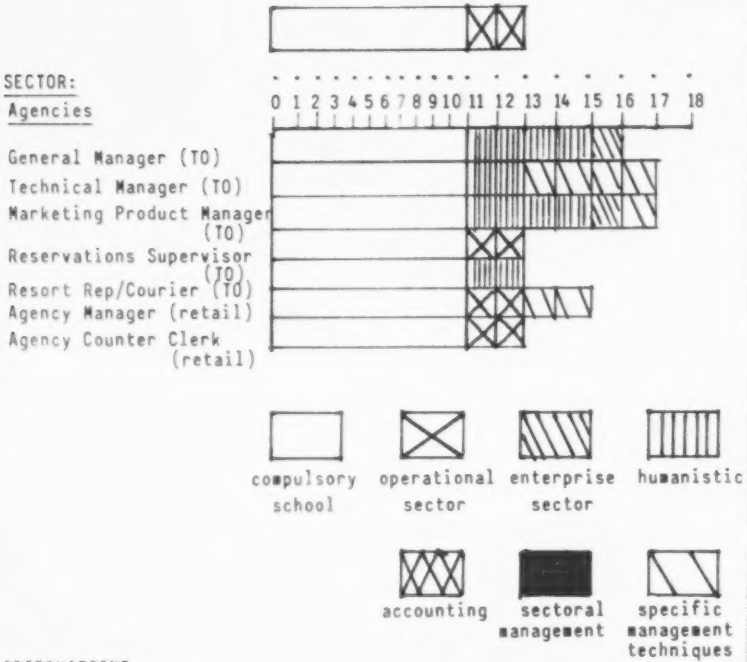
ROLE AND LEVEL OF QUALIFICATION: Responsible for dealing with customer enquiries (personal, postal, telephone), checking availability, advising upon and making bookings by computer, telephone, or post, clerks will also fill out tickets, handle payments and deal with other transactions such as insurance or car hire.



TRAINING AND EDUCATION:

JOB TITLE: Agency Counter Clerk (retail)

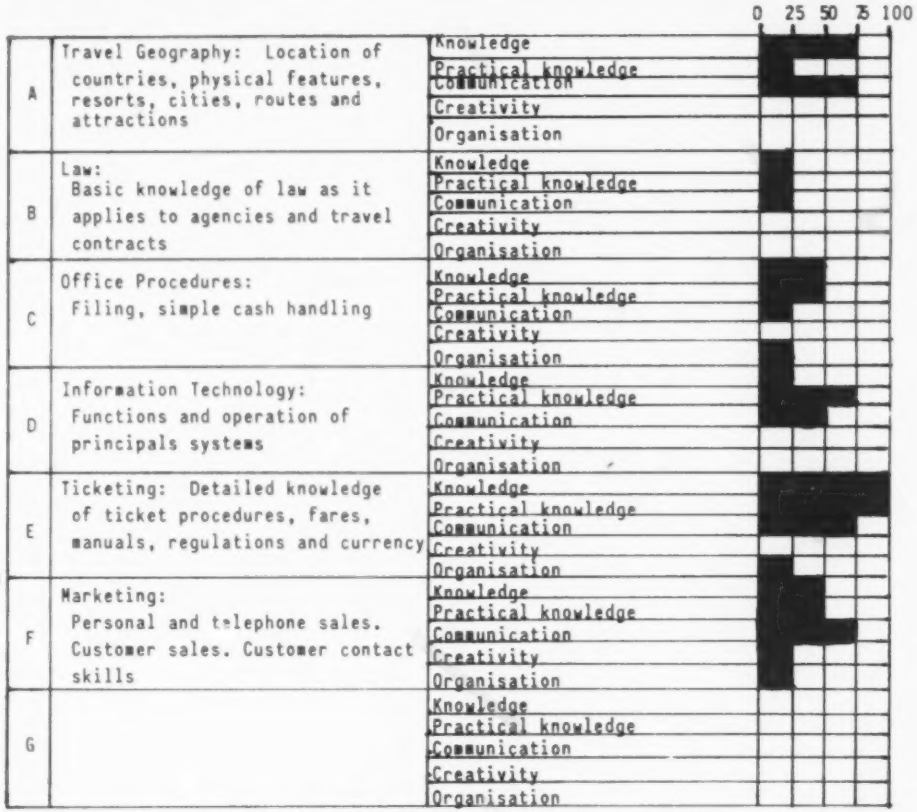
SECTOR: Agencies



OBSERVATIONS:

There are two basic routes to this post - either through a BTEC travel and tourism course National level (at minimum) or COTAC.

SPECIALIST KNOWLEDGE : CONTENT

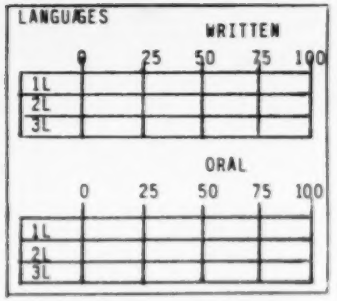

0 25 50 75 100
A
Travel Geography: Location of countries, physical features, resorts, cities, routes and attractions
B
Law: Basic knowledge of law as it applies to agencies and travel contracts
C
Office Procedures: Filing, simple cash handling
D
Information Technology: Functions and operation of principals systems
E
Ticketing: Detailed knowledge of ticket procedures, fares, manuals, regulations and currency
F
Marketing: Personal and telephone sales. Customer sales. Customer contact skills
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

SECTOR: Public Promotion

JOB TITLE: Administration Executive

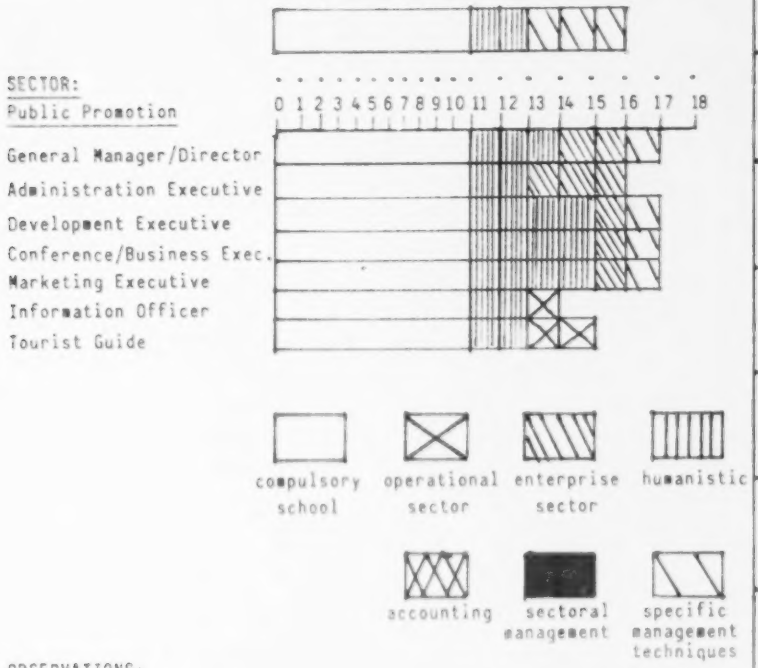
ROLE AND LEVEL OF QUALIFICATION:
To provide administrative support to the core functions of the public promotion agency in terms of personnel, finance, computing and general administration.

LANGUAGES



TRAINING AND EDUCATION:

JOB TITLE: Administration Executive



SPECIALIST KNOWLEDGE : CONTENT

			0 25 50 75 100
A	Personnel: Understanding of personnel policy and functions includingrecruitment, conditions of service, industrial relations and training	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
B	Administration: Understanding of office premises and equipment and of office services and communication. Law of contract and the consumer	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
C	Finance and accounts: Transaction accounting budget preparation and control, understanding of how financial information is used in the organization	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
D	Computing: Understanding of data processing (including word processing) needs of an organization.Office automation and training	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
E		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
F		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
G		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	

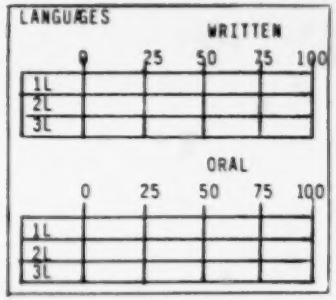
OBSERVATIONS:

Ideally the holder of this post will be educated to degree level in a business related subject, or hold a BTEC higher national diploma. professional qualifications may also be expected (eg. accountancy).

SECTOR: Public Promotion

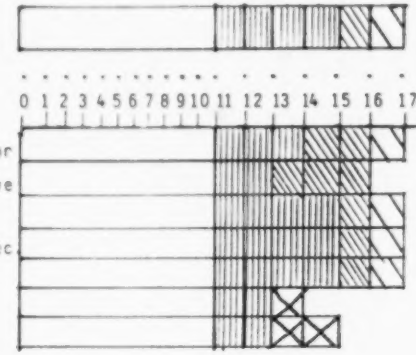
JOB TITLE: Development Manager

ROLE AND LEVEL OF QUALIFICATION: Responsible for advising developers and investors in the opportunities for tourist development at the destination. The role involves advising on sources of finance, planning constraints, setting development priorities and commissioning feasibility studies.



TRAINING AND EDUCATION:

JOB TITLE: Development Manager



SECTOR: Public Promotion

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

General Manager/Director
Administration Executive
Development Executive
Conference/Business Exec.
Marketing Executive
Information Officer
Tourist Guide

SPECIALIST KNOWLEDGE : CONTENT

			0 25 50 75 100
A	Project analysis/Economics: Detailed knowledge of operating economics of tourist industry and techniques of project analysis	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
B	Marketing: Detailed knowledge of marketing functions as applied to the tourist industry	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
C	Planning: Detailed knowledge of principles of planning and design local legislation and implementation, planning law	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
D	Communication: Knowledge of effective oral and written communication techniques	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
E		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
F		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
G		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	

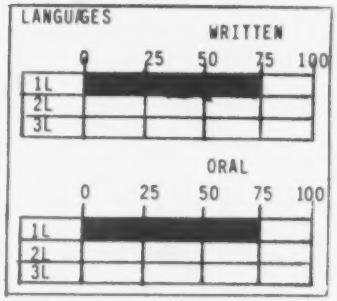
OBSERVATIONS:

Routes to this post vary but the best would be two further years of general schooling, a degree of BTEC higher national qualification ideally followed by a postgraduate course in tourism management.

SECTOR: Public Promotion

JOB TITLE: Conference/Business Travel Executive

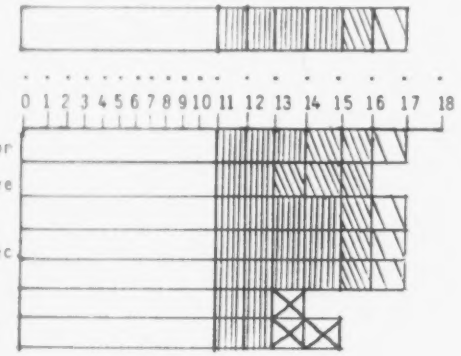
ROLE AND LEVEL OF QUALIFICATION: Responsible for successful promotion and development of a destination in the Conference and business travel markets. Will liaise closely with clients and the tourist industry and be involved in conference planning and implementation.



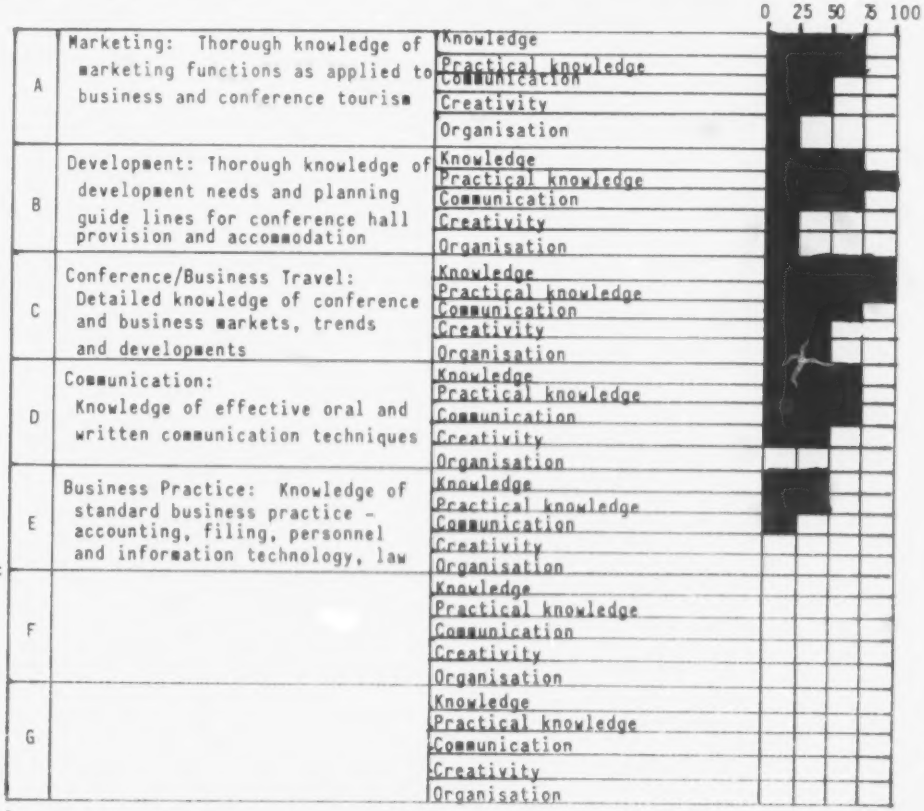
TRAINING AND EDUCATION:

JOB TITLE: Conference/Business Travel Executive

SECTOR: Public Promotion


0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
General Manager/Director
Administration Executive
Development Executive
Conference/Business Exec
Marketing Executive
Information Officer
Tourist Guide

SPECIALIST KNOWLEDGE : CONTENT


0 25 50 75 100
A
Marketing: Thorough knowledge of marketing functions as applied to business and conference tourism
B
Development: Thorough knowledge of development needs and planning guide lines for conference hall provision and accommodation
C
Conference/Business Travel: Detailed knowledge of conference and business markets, trends and developments
D
Communication: Knowledge of effective oral and written communication techniques
E
Business Practice: Knowledge of standard business practice - accounting, filing, personnel and information technology, law
F
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

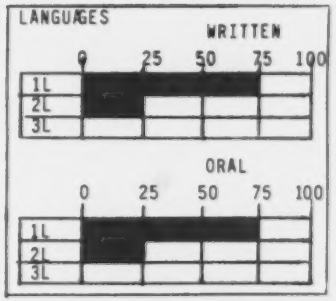
OBSERVATIONS:

The holder of this post would normally hold a degree or BTEC Higher national diploma plus, ideally an appropriate postgraduate qualification.

SECTOR: Public Promotion

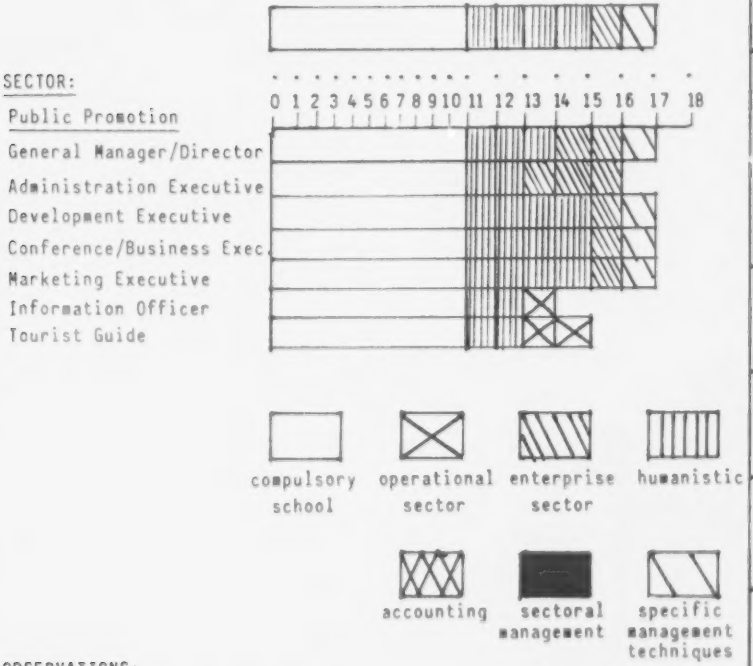
JOB TITLE: Marketing Executive

ROLE AND LEVEL OF QUALIFICATION: Responsible for the successful marketing of a destination including research, identifying customer needs, encouraging suppliers to respond to these needs, all promotion, Public relations and sales including joint marketing with the industry, preparation of printed material and determining planning and strategy goals for the destination.



TRAINING AND EDUCATION:

JOB TITLE: Marketing Executive



SPECIALIST KNOWLEDGE : CONTENT

			0 25 50 75 100
A	Marketing: Detailed knowledge of all marketing functions and the application of new technology to destination marketing	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
B	Tourist Industry: Thorough understanding of the destinations tourist industry and its operation. Law as it applies to the industry	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
C	Communications: A knowledge of effective communication in order to persuade and influence in a convincing and informative manner	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
D	Finance: Some knowledge of accounting and financial management for budget preparation and control	Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
E		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
F		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	
G		Knowledge	
		Practical knowledge	
		Communication	
		Creativity	
		Organisation	

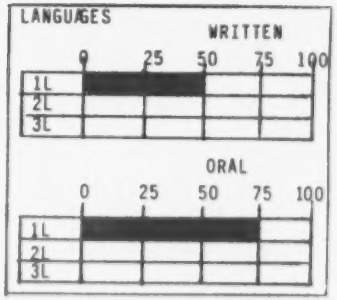
OBSERVATIONS:

Holders of this post should normally have a degree of BTEC higher national diploma plus ideally a postgraduate qualification in tourism or marketing and perhaps a professional qualification.

SECTOR: Public Promotion

JOB TITLE: Information Officer

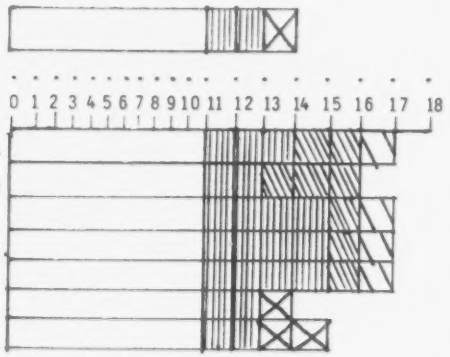
ROLE AND LEVEL OF QUALIFICATION: To provide information to the public and tourist industry on all aspects of the tourist destination. Will also take bookings for accommodation, attractions, entertainment and transport, respond to written and telephoned requests for information and brochures and will also sell publications.



TRAINING AND EDUCATION:

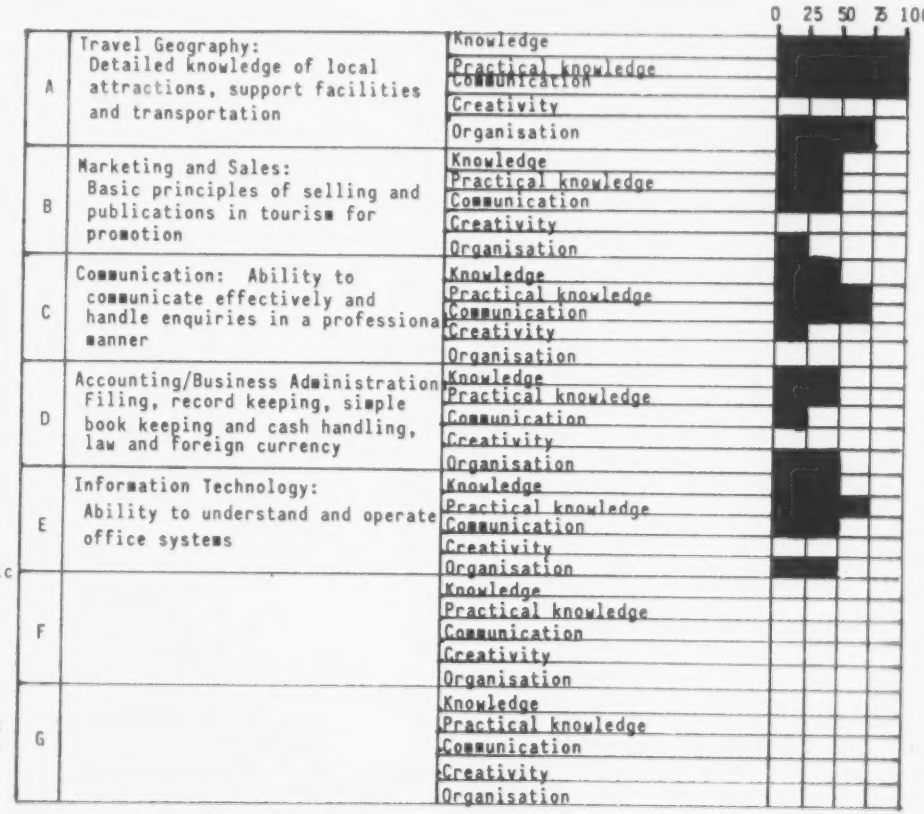
JOB TITLE: Information Officer

SECTOR:
Public Promotion


0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
General Manager/Director
Administration Executive
Development Executive
Conference/Business Exec.
Marketing Executive
Information Officer
Tourist Guide

OBSERVATIONS:
Ideally a City and Guilds professional course on competency in information centre management would follow education at 18 years.

SPECIALIST KNOWLEDGE : CONTENT

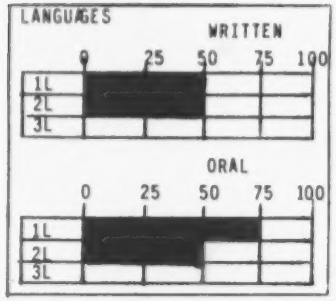

0 25 50 75 100
A
Travel Geography: Detailed knowledge of local attractions, support facilities and transportation
B
Marketing and Sales: Basic principles of selling and publications in tourism for promotion
C
Communication: Ability to communicate effectively and handle enquiries in a professiona manner
D
Accounting/Business Administration Filing, record keeping, simple book keeping and cash handling, law and foreign currency
E
Information Technology: Ability to understand and operate office systems
F
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

SECTOR: Public Promotion

JOB TITLE: Tourist Guide

ROLE AND LEVEL OF QUALIFICATION:

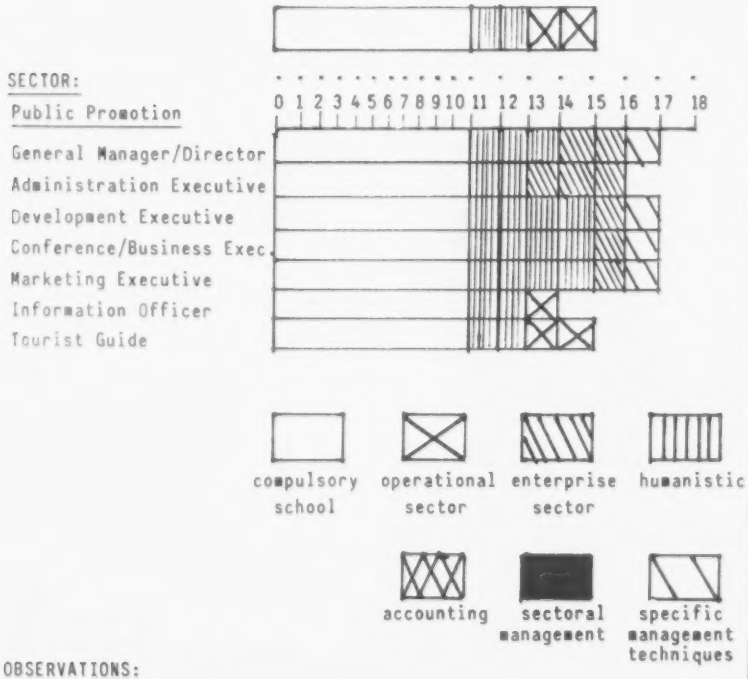
Responsible for accompanying and guiding tourists at the destination and providing information and direction



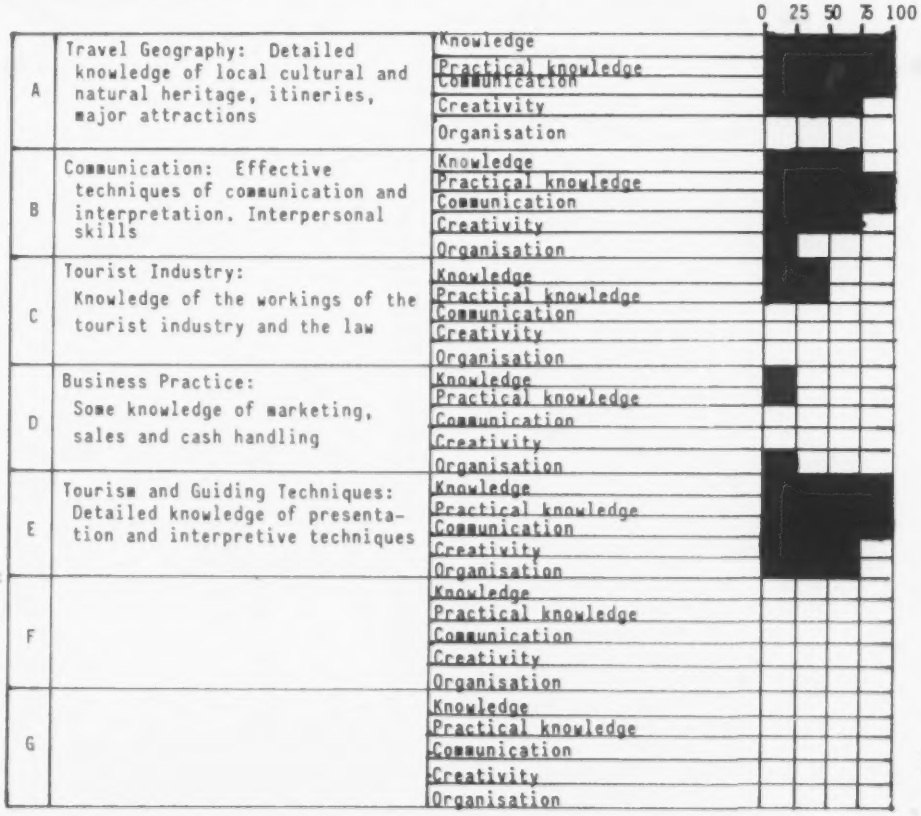
TRAINING AND EDUCATION:

JOB TITLE: Tourist Guide

SECTOR: Public Promotion



SPECIALIST KNOWLEDGE : CONTENT


0 25 50 75 100
A
Travel Geography: Detailed knowledge of local cultural and natural heritage, itineries, major attractions
B
Communication: Effective techniques of communication and interpretation. Interpersonal skills
C
Tourist Industry: Knowledge of the workings of the tourist industry and the law
D
Business Practice: Some knowledge of marketing, sales and cash handling
E
Tourism and Guiding Techniques: Detailed knowledge of presentation and interpretive techniques
F
G
Knowledge
Practical knowledge
Communication
Creativity
Organisation

OBSERVATIONS:

A professional "Blue Badge Guide" course would be completed after schooling (normally post 18 years).

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Chapter 4. CHANGES AND FUTURE DEVELOPMENTS IN EDUCATION AND TRAINING FOR TOURISM IN THE UK

4.1. Background to Change

Education and training for tourism in the UK is going through a period of major change. On the one hand, innovative new education and training courses and methods of delivery are being matched by an increase in course provision and enrolments, all supported by enhanced government attention to tourism. On the other hand, the response to these developments by employers has been patchy and tourism, dominated as it is by small businesses, remains locked into a spirit of amateur management. There is evidence however, of recognition by government and industry of the need to resolve these problems and capitalise upon the benefits of training to provide a workforce with the appropriate skills, knowledge and qualities to bring to the tourism industry in the 1990s. This Chapter attempts to map these developments and look to the future.

4.2. Demographics and Labour Markets

The major issue facing tourism employment and training in the 1990s will be the maintenance of a supply of recruits for the tourism industry against a background of demographic change which is reducing the supply of school-leavers. Indeed constraints of staff and labour shortages will threaten expansion of tourism businesses and prompt a switch of investment into other economic sectors unless this challenge can be met.

Between the years 1990 and 2001 the number of 16-19 year olds in the UK will fall by almost 20%. The sharpest fall will be in the period to 1994 (a year when only 630,000 school leavers will come onto the labour market). By 1996 this annual figure will reach 690,000 and remain stable to the year 2000.

The major challenge facing the tourist industry will be to adopt imaginative new approaches to the recruitment, training and deployment of staff in the face of enhanced competition for staff from other economic sectors.

Solutions under consideration include:

Recruitment

Encouraging the following groups to join the workforce:

* women - by providing child-care facilities and flexible working patterns;
* people with special needs - by providing appropriate facilities;

* people over 50 - by providing more part-time hours and flexible working arrangements;
* ethnic minority groups; and the long term unemployed;

Labour Retention

Encouraging staff to remain with the organisation by:

* introducing modern personnel practices such as induction programmes, employee appraisal, training programmes;
* recognising individual needs for career development and job satisfaction; and
* changing outdated working practices to multi-skilling and new shift patterns;

Reducing Labour Needs

Reducing the number of staff required by:

* introducing new technology;
* standardising the product and thereby deskilling the labour input; and
* changing systems of production.

Boosting the Image of Tourism

Encouraging people to take up a career in the industry by:

* strengthening relationships between employers, colleges, schools etc; and
* providing professional careers guidance and publications

Yet the tourist industry is handicapped in the implementation of these solutions: a recent National Economic Development Office (NEDO) report states the key human resource constraints which may act as a brake upon the competitive performance of the tourist industry:

* demand for qualified and non-qualified manpower is accelerating by 70,000 new jobs a year in a labour market which is already tight in many localities and occupations;
* the supply of appropriately skilled entrants to the labour market is failing to keep pace with this accelerating rate of demand, (particularly in hotel and catering).
* the unsuitability of many unemployed people for the job vacancies available in tourism;
* the apparent difficulty of transferring skills (e.g. managerial, marketing, finance) across sectors at middle and senior management levels;
* under-utilisation of available human resources in many activities particularly at craft and 'operative' level;

* high levels of wastage for some occupations particularly in hotels and catering (often over 100%). Such staff are expensive to replace;
* low levels of in-service training and staff development activities in some occupations to support skills needs and career opportunities; and
* the unfavourable image of some jobs which acts as a constraint to recruitment.

4.3 The Changing Role of Government and Industry

In a bid to ensure that individual industries took ownership for quality training most of the statutory Industry Training Boards were abolished in favour of industry 'volunteering' to take over the training function. However, the HCTB remained whilst the ABTA NTB has firmly stepped into the role of industry-led training for the remainder of the tourism industry (not simply the travel trade).

In the 1990s, the government's commitment to tourism has brought training under close scrutiny and gives it a higher profile than ever before. This sparked-off consideration of tourism training by government agencies (such as the ETB, NEDO, Department of Employment and the Scottish Tourism Coordinating Group) and acted as a catalyst for education and training initiatives and funding across all sectors of the industry. Clearly, these initiatives are directed mainly at job creation, job training and updating of skills and are less concerned with courses of a non-vocational nature.

Three important government led initiatives are:

* The Tourism Training Initiative
* National Council for Vocational Qualifications
* The English Tourist Board Education and Training Unit.

1. The Tourism Training Initiative (TTI)

NEDO launched the consciousness-raising TTI in 1987 and it was wound-up in 1989. It aimed to focus attention on tourism training and build upon existing courses and qualifications to establish a coherent framework of tourism education and training. The TTI attempted to ensure that the tourism industry is committed to training and tried to overcome the negative image of tourism held by many potential employees, teachers, career advisors and parents.

One particular element of the TTI has been to raise awareness of the shortage of 16-19 year olds in the 1990s. A series of management briefs, case studies and seminars have been designed to help firms combat the problem.

In 1990 a Training Agency working group is taking TTI one stage further by developing standards-based qualifications for the tourism industry.

2. National Council for Vocational Qualifications (NCVQ)

NCVQ was formally established in October 1986 as a result of the White Paper 'Working Together - Education and Training'. The White Paper contained a significant section on the reform of vocational qualifications. This section was based on the recommendations of a working group who had been asked to recommend a structure of vocational qualifications in England and Wales.

The group recommended that vocational qualifications in England and Wales should be brought within a new national framework to be called the National Vocational Qualification and the NCVQ should be put in place as the lead agency to achieve this.

Scotland has remained outside of this system, though there is close co-operation between NCVQ and SCOTVEC. NCVQ accredits rather than develops, qualifications across all industries. It therefore, provides criteria against which qualifications produced by other bodies are measured.

By 1990, five levels have been developed in the framework. In essence these are:

Level I — Recognises a competence in the performance of a range of work activities which are primarily routine and predictable, or provides a broad foundation, primarily for progression.

Level II — Recognises a competence in a broader and more demanding range of work activities involving greater individual responsibility and autonomy, than at Level I.

Level III — Recognises competence in skilled areas that involve performance of a broad range of work activities, including many that are complex and non-routine. In some areas, supervisory competence may be a requirement at this level.

Level IV — Recognises competence in the performance of complex, technical, specialised and professional work activities (including design, problem solving, planning etc), normally carrying a degree of personal accountability. In many areas, competence in

supervision or management will be a requirement at this level.

Level V Although not yet clearly defined it is loosely regarded as degree level.

The tourism industry was one of the first to embrace the NCVQ framework. In hotel and catering the HCTB have worked with CGLI at levels I and II and the ABTA NTB, working also with CGLI, have had qualifications in retail travel accredited in levels II to IV.

Other sectors of tourism are now actively pursuing the NCVQ framework. These include incoming tour operators, tourist information centres and museums.

3. English Tourist Board Education and Training Unit

The principal aims of this unit are:

* To develop and promote the use of in-service training programmes which update and expand the skills of existing tourism employers and employees;
* To provide factual information on careers in tourism in order to publicise employment opportunities in this industry; and
* To ensure the provision of further and higher education is relevant to the current and future needs of the tourism industry.

In 1990 The existence of the unit is now threatened by reorganisation of the tourist boards in the UK.

It could be argued that these developments are a recognition that the tourism industry is not sufficiently mature to lead and develop training by itself and hence the government has had to step back in to provide the initiative. However, industry is again being given the task of training through the development of TECs (Training and Enterprise Councils) which will have the flexibility to develop and improve local enterprise and training initiatives. The intention is to develop 80 TECs by 1992. In the future, through TECs, the government will again place more responsibility for training onto the employers.

The following points set out the Government's broad approach to training and enterprise in the 1990s.

* training and vocational education, including management training and counselling for small firms, must be designed to contribute to business success and economic growth;
* employers and individuals need to accept a greater share of responsibility for training, and its costs, while Government have a role in setting a framework and in funding the training of unemployed people;
* there must be recognised standards of competence, relevant to employment, drawn up by industry-led organisations covering every sector and every occupational group, and validated nationally;
* responsibility for delivery of training and enterprise must, as far as possible, be devolved to local areas where people work and are trained. It is there that a need exists to bring together private and public investment to meet the skill needs of business and individuals;
* the training must provide young people and adults with the opportunity to secure qualifications based on these recognised standards; and
* enterprises, individuals and local communities must be able to shape arrangements, programmes and opportunities to their changing needs and circumstances.

Finally, it must be stated that there is no one government organisation with an authoritative overview of tourism training and education. There is still a lack of information on course provision, student numbers, levels, new initiatives, job take-up etc. Although a number of bodies publish directories of course provision (ETB, ABTA NTB), no single source gives the complete picture. Given the expansion of tourism education, the lack of overall quality control and co-ordination is concerning.

4.4. Changing Trends in the Supply of Training

There is a remarkable range of new initiatives in tourism training which have emerged over the late 1980s and which will be of major significance over the next 10 years. Figure 3 summarises major types of course provision in the UK.

* Open Learning/Distance Learning

  For many people already in tourism work, traditional methods of training can present a problem due to distance from learning centres, or not being available at the same time as courses are on offer. These problems can be overcome by the system of 'open' or 'distance'

learning packages, which enable students to learn at their own pace, either at home or at their place of employment. The ETB's education and training unit has published a directory of distance learning packages relevant to employees in tourism and this is distributed to employers wishing to invest in training of this kind. (SCOTVEC) is a leader in this field.

* Accreditation of Prior Achievement

The major awarding bodies are offering this facility which allows people to gain credit towards a qualification on the basis of evidence stemming from their past achievements.

* In-Company Training

Leading employers in the industry are adopting an approach to work-based training. THF are developing one of the first totally integrated structures of management and staff training in the hotel and catering sector. THF have created a model that encompasses the education and training needs of all staff from new, unskilled employees through all levels to hotel managers or company specialists and above. The approach provides for entry at any point and recognises the right of individuals wishing to remain at a particular level. The model spans four levels:

I In company training off-job. Uses programmes designed and presented by THF staff to meet specific training and development needs.

II Programmes targeted at operative to management levels that outline a course of study and workplace application, leading to nationally recognised qualifications.

III Conventional education programmes. Staff are released to attend day and block release programmes in education establishments. These are increasingly used for supervisory and senior management development.

IV Professional recognition and membership. By integration of the three levels above and by company specialist involvement in education committees at the design stage, there is an opportunity to gain credit, exemptions and full study programmes leading to professional membership of leading institutions while still in full time employment.

* An increasing range of professional short courses for industry practitioners are provided. Local Collaborative Projects (LCPs) have been set up to provide training in specific sectors of the tourism industry and are funded and organised by the Training Agency and local industry and training providers. LCPs seek to identify gaps in training in local areas and design training packages to fill these gaps.

Other initiatives include:

* Close liaison between training providers in the education sector and local industry to produce training packages.
* A GCSE syllabus in travel and tourism in schools. Also a GCSE in "Catering" for schools.
* CPVE (Certificate in Pre-Vocational Education and Training) in Catering, Travel and Tourism for schools.
* Integrated exchange programmes for education and training.
* Innovative course provision in heritage management, attraction management and customer care. In 1990 this has been strengthened by designation of the Museums Training Institute.
* BTA/ETB course provision and manuals (eg. Welcome to Britain training manual).
* Experiential training for tourist guides on-site.
* Acceptance of standards-based training and certification in many sectors of the tourism industry (such as Tourism Information Centres, incoming Tour Operators, Tourist Guides).

General Issues and Concerns

* There is a danger of providing and giving attention to a suite of vocationally narrow courses targeted at first time jobs in an industry of rapid change where employees may need different skills and even to straddle more than one sector of the tourism industry.
* There is a drift towards three and four year degree provision and away from two year (HNDs). At the same time, degrees are becoming:
    - more specialised
    - more business orientated (especially 'people' skills)
    - more international/European

* The logical extension of tourism education and training is through specialisations in various aspects of tourism. This is supported by a need for sharper specialisation relevant to the needs of the industry.

* Gaps in provision in the UK present a need for:
  - induction training
  - workbased training and assessment
  - more open learning
  - multi-entry, mixed mode provision
  - more distance learning
  - short course provision - accreditation of units gained
  - access to courses to be more flexible in terms of qualifications/age
  - removal of time-serving
  - career routes

This has stimulated initiatives such as considerable activity in the open learning/distance learning field as training bodies and institutions respond to company demand for training.

* ABTA/HCTC initiatives to provide career paths based on training and job performance.

* An exciting range of in-company and professional updating courses for the tourism industry.

* Considerable activity in the postgraduate sector with plans for a range of new courses in the pipeline (MBAs, Postgraduate Diplomas etc). Expansion of provision in 'top up' postgraduate courses is felt to be necessary.

* Major difficulty in recruiting staff to teach in these subjects is a significant problem. This is particularly the case at senior level. Part time and service staff dominate in many institutions and the quality of courses is suffering. In-service training for existing staff is minimal. As senior, craft/technician trained, staff leave they are being replaced with new more business-orientated staff.

4.5 Changing Demand for Training

1. New Entrants to the Industry

There is a continual and strong demand for student places on all tourism courses with many, but not all, colleges having many more applicants than they have available spaces. This means admission tutors can be selective and ask for particularly high levels of academic achievement for entry to some courses. It must be remembered, however, that academic attainment alone is not necessarily a good indication of future suitability for the tourism industry.

This buoyant demand has fuelled the growth of courses as institutions strive to boost student numbers but with potentially little regard to employment provision. There is, for example, a real danger of over provision of tourism courses simply due to the subject's attraction as a vocational, glamorous subject area in an industry which is given a high profile and is seen as a growth area. It is estimated that 3000 students will leave institutions of higher education with a tourism qualification by 1991. At craft level, the major examining board, CGLI in 1988/89 received 53,701 entries for hotel and catering qualifications and 17,086 entries for Travel, Tourism and Recreation courses.

2. Those already in the industry

The tourism industry is criticised for an inadequate recognition of training in the face of government concern for training which is seen to be of fundamental importance to the future of the industry in general and the upgrading of the tourism industry in particular, as it enters a period of potentially serious employee shortage. It is estimated that only 10% of managers in the industry have a management qualification. With regard to the hotel and catering sector as a whole, it is estimated that 94% do not hold a recognised qualification.

The nature of the tourism industry exacerbates the problem. it is characterised by:

- high geographical dispersal
- high staff turnover
- high operative content of middle management
- small business domination
- seasonality
- diversity
- extensiveness

- the self employed
- unbalanced sex ratio and part time workers
- low pay
- low trade union membership
- low status employment
- lack of recognition of the benefits of training
- poor marketing of training
- perception of training as a cost, not an investment

These factors combine to spark off a number of issues. Firstly, low status employees conflict with an industry needing to promote social skills. Secondly, the sectoral nature of training has, in the past, prevented the recognition of transferable skills and hence has held back the identification of career routes. In addition, there are practical barriers to in-house training for the small business in the tourism industry:

- lack of suitable courses
- access; lack of flexible modes of delivery
- lack of suitable training premises
- low expectations of training providers
- low awareness of benefits of training
- lack of resources to devote to training
- cost of academic format/practicalities of home study dilute effectiveness of existing open learning provision.

These can be overcome by:

- flexible working for educationalists involved in industry training (evening/weekend work etc)
- introduction of work-based learning and assessment
- effective marketing of training benefits and packages
- careful selection of training providers

General Issues and Concerns

* Industry is looking for an emphasis on management and business/enterprise skills with an industry-specific focus.
* Delivery of skills (eg., travel geography or food service) still does not meet employers' criteria in all sectors. (One of the government's aims is that NVQs should be based on employment standards).
* For some students, exposure to the working conditions and rates of pay

offered by the tourism industry means that they seek employment in other industrial sectors, despite having obtained a tourism qualification. This situation must be redressed.

* Industry needs to be convinced of the benefits of training; its pay off in terms of increasing profit, reducing job turnover, and raising the quality of service and productivity.

4.6 General Issues and Influences upon Tourism Training and Education in the UK

Management Education Initiatives

A number of recent reports have highlighted the deficiencies of management in the UK and raised the profile of the need for training. Reports have highlighted the need for education and training if the UK is to be competitive, yet identified the perception amongst companies of training as an overhead rather than an investment. They also identify widespread ignorance of training amongst senior managers. In tourism this problem is exacerbated by the industry's dominance by small businesses and spirit of amateur management.

Reform of Management Qualifications

The Council for Management Education (CMED) has made the reform of qualifications a major part of its programme. CMED proposals consist of three important principles:

1. The content of management education should be modular and transferable.
2. Assessment should focus primarily on the attainment of competence both through performance and through knowledge and understanding.
3. The mode of delivery should be flexible varying from units within established courses, to activities within internal training or development programmes inside organisations - possibly including projects.

CMEDs' proposed framework involves three levels of management education/training provision - Certificate, Diploma and Masters, along the lines of the HCIMA scheme. The Certificate programme would provide a comprehensive working knowledge of the principles, concepts and techniques of management and the language of business. The Diploma programme would place emphasis on competence in the application of modern concepts and

techniques of management practice and on personal effectiveness as a manager and a leader. The Masters programme would place emphasis on strategic issues and the management of external change in an environment of uncertainty. Again, the content would be modular, transferable and geared to work-based learning at a pace to suit the individual.

European Harmonisation

The Single European Act of 1987 will also heighten the shortage of good managers in the UK caused by demographics. In particular, the British graduate recruitment market will feel the effects of free movement of labour, and companies in other European states may offer better remuneration, opportunities and training than their British counterparts.

The Single European Act will also provide for harmonisation of technical standards so that qualifications from member States receive equal, mutual recognition and it requires free movement of labour within the EEC. A number of reports in recent years have pointed out the gulf that exists between the UK and the rest of the EC in the provision of management education and training. In the short to medium term, the main impact is likely to be at technical, professional and management level where those firms that fail to respond appropriately are in danger of being left behind. The indications are that the UK needs to develop a broader base of skills to bring it in line with those existing elsewhere.

In terms of career development, companies will need to ensure that their managers are provided with the competencies that will enable them to work effectively with people from other countries. During the next few years, those managers developing a European approach to their work will be much valued by forward-thinking employers. Unfortunately, the British Government's lack of commitment to language teaching and its proposals to reduce funding for students on courses which require integrated work placements in industry seem destined to set the UK even farther behind its partners.

In the tourism sector it is also important to consider the impact of the Channel Tunnel through the dramatically increased flow of European tourists to the UK (particularly South East England). This has important implications for foreign language training or staff who receive and deal with these tourists (at attractions, accommodation, food and beverage outlets and on

transport) as well as implications for tour operators who will find a market in arranging inbound holidays to Britain for Europeans rather than concentrating on outbound holidays by UK residents.

4.7 Summary

Education and training in Britain is going through a period of major change. Changing demographics have focused both industry and the government's attention on the need to adopt imaginative and innovative approaches to maintain the supply of recruits to the tourism industry. Yet this is occurring against a background of government handing over responsibility for training to industry at regional and local level. However a number of public-sector initiatives - notably the Tourism Training Initiative and the National Council for Vocational Qualifications work are standardising and providing leadership in training. This is certainly required in the tourism sector where there is a wide spectrum of existing education and training provision and a range of new initiatives which will be put into place in the 1990s. In part this is in response to the high demand for education and training in tourism, not only from those wishing to enter the industry but also from those already in the industry (which in general has an underqualified workforce). Issues for the 1990s in tourism education and training include the need for quality of provision, standardisation of provision and European harmonisation of qualifications.

Figure 3 COURSE PROVISION IN BRITAIN

Trainee or Entry level management posts in the tourism industry

Postgraduate degree or diploma

HIGHER LEVEL COURSES

First degree in hospitality management or related tourism studies

credit transfer

HCIMA Part 'B'

INTERMEDIATE LEVEL COURSES

BTEC/SCOTVEC Higher National Diploma or Certificate Courses

NEW ADVANCED COURSES	HCIMA Part 'A'	BTEC National (SCOTVEC) courses	GCE A levels
COMPULSORY SCHOOLING	GCSE and GCE 'O' levels		

KEY CONTACTS

City & Guilds of London Institute, William Blacklock, Divisional Manager, Hotel,Catering, Recreation, Travel and Tourism Courses.

Business and Technician Education Council, Diane Billani, Manager, Product Design.

Hotel and Catering Training Company, Polly Fairbairns, Research Officer.

Hotel, Catering and Institutional Management Association, Bridget Thomas, Deputy Manager, Education Services.

Training Agency, Cate Dixon, Development Officer, Qualifications and Standards Branch.

National Council for Vocational Qualifications, Alan Bellamy, Senior Development Officer, Accreditation and Quality Assurance Division.

Industry Lead Body for Hotel and Catering, Dr. Anne Walker, Hotel and Catering Training Company.

ABTA National Training Board, Miss Susan Stevens, Training Specialist.

English Tourist Board/British Tourist Authority, John Weale, Personnel and Training Manager. Susan Garland, Personnel Officer.

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CEDEFOP — European Centre for the Development of Vocational Training

The structure of professional profiles for tourism in the United Kingdom

Research commissioned by CEDEFOP from: Department of Management Studies for Tourism and Hotel Industries, University of Surrey, Chris Cooper/ Sally Messenger

CEDEFOP Document

Luxembourg: Office for Official Publications of the European Communities

1991 — VII, 71 pp. — 21.0 x 29.7 cm

ISBN 92-826-2254-1

Catalogue number: HX-60-91-814-EN-C

Price (excluding VAT) in Luxembourg: ECU 7

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